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**Master of International Business Administration**



**Diploma thesis**

**Gender audit:**

**Study of socio-economic position of women in the Czech Republic**

**Bc. Marketa Turkova**

**Université Catholique de Lyon, September 2016 ©**

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Lyon, 19<sup>th</sup> September 2016

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# **GENDER AUDIT: STUDY OF SOCIO-ECONOMIC POSITION OF WOMEN IN THE CZECH REPUBLIC**

## **ABSTRACT**

Diploma thesis is dedicated on study of socio-economic position of women in the Czech Republic. The aim is to identify and follow situation on Czech labour market, and create a general frame describing current status of women and their opportunities as well as opinions on gender equality, introduction of gender quotas or same treatment for women and men.

Thesis is divided into theoretical and practical part. In the literature review are clarified fundamental terms from gender equality to gender quotas and situation in the Czech Republic. Practical component is composed from findings and analyses gained by questionnaire and semi-structured interview. As there are established working hypotheses, in the practical part are these hypotheses tasted based on results of the research. Whole research is concluded in summary of practical part followed by conclusion with recommendations.

**KEY WORDS:** gender, gender equality, position of women, gender roles, stereotypes, discrimination

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## 1. INTRODUCTION

“Gender equality is not a woman’s issue, it is a human issue. It affects us all”  
(Unknown)

From history we do learn most often about patriarchy as the common and functional system through different cultures and through centuries. Even now, in 21<sup>st</sup> century, men are still considered as dominant and women are usually taken as subordinated to them. In some countries with developed and strong economy is possible to see changes in this historical stereotypes, women are becoming more independent and self-sufficient. Anyway there exist many prejudices about women, not about their physical strength or how much is their voice heard, but about their overall power. Mentioned power is one of the things that could be given to women in today’s world, mainly in business world, where empowering of women is very common. What’s more, this empowerment is supposed to be done by quotas and restrictions, which is at the leading to giving women more power, to make them sure about getting better or higher job position.

As a final product by giving more power to women these quotas are giving less power at once. The reason is that women, mainly in managerial positions, are equally qualified and have equal capability to work hard as men, and there is no need to point that women are weaker, by creating any kind of quota or policy. Different issue is with payment gap and connected differences in workplace, which on the other side should be anchored in legislation as a necessity to create working environment with truly equal opportunities and possibilities.



One of main issues is in way of thinking about gender equality, because gender equality is nowadays more than ever connected with feminism, women and their empowering. Even though this study is focused on socio-economic position of women, it is important to mention that '*gender equality*' in original sense is supposed to create same opportunities and same treatment for women as for men. It is not only about get power from men and give it to women, it is about to create same conditions, mainly in labour market, to be able for both genders get a job and connected power, thanks to their experiences and knowledges.

Gender inequality as a term is becoming very popular; this topic belongs between one of the global issues, next to the global warming and poverty, even many people do not consider gender inequality as a problem, but as a current trend and fashionable stay of mind. To create solution in measures of global frame is very hard, if taken into consideration different cultures, traditions, rules and opinions, there is not possible to solve gender inequality in the moment by one idea, this has become long-term process, including change of system in many countries and mostly their willingness to change.

The aim of this dissertation is to audit situation in Czech Republic from socio-economic point of view. By the other words one of the goals of this thesis is to point at position of women in Czech Republic, in which extent is gender equality working in practice and what is purpose of European quotas. Another goal is to show that women in European environment do not necessary need to be assured that they have exact number of places in chosen position, but they could or are able to reach those positions without any support made by European Commission or national policy. The reason why this has become one of the goals is that quota system could have negative effect more than positive one, so women are about to meet most likely more discrimination then before, which is of course dependent on the culture and social environment.

Thesis is composed out of five main chapters; very first chapter is introduction, which introduces into the topic and its problematics. Second part of this diploma thesis determines objectives, hypotheses and methods of the research and whole methodology how research for following analyses has to be done

Third part is literature review, where is reviewed specialised literature about gender equality and connected issues and problems as mentioned quotas, barriers in career or any kind of discrimination in and out of workplace. Beginning of the theoretical review introduces into main gender terminology and defines terms including gender, to be understood correctly. There are definitions of gender roles, mainstreaming and what gender equality is.

After introduction in terms of gender equality is focused more on career, where are explained diversification in managerial positions, differences of women and men on board as the way how and if they are segregated in some way. Connection between terms and real working environment presents chapter based on most common barriers in career such as gender stereotypes or creating balance between private and work life, followed by description of other ways of discrimination, which could be met on labour market. Final part of literature review tracks gender quotas and its introduction into the system of European Union and at the end is presented situation of gender equality in the Czech Republic based on legal frames and statistics.

Fourth part is dedicated to findings connected with analysis and discussion about results from interviews and questionnaire, completed by testing of working hypotheses of the author and overall summary of practical part. At the end of this dissertation, in Chapter 5, is written conclusion and reflection with possible advices for future equality in Czech Republic, considering legislation and working quotas.

## **2. OBJECTIVES AND METHODOLOGY**

### **2.1. Objectives and hypotheses**

The aim of theoretical part of the theses is to define gender equality and connected topics in question of gender division. Practical part aims to follow situation in the Czech Republic supported by the opinion gained by online questionnaire as well as female based interview, as a targeted group of the thesis. Partial goal of practical part is testing author's hypotheses, answered also by the questionnaire. Overall objectives of the thesis are to identify topic of gender equality and describe situation and position of women in the Czech Republic and possibly recommend ways of improvement according to theoretical instrument and author's opinion. Testing of hypotheses is established in order to using following working hypotheses:

- H1: There are same opportunities and treatments for men and women in the Czech labour market.
- H2: Women meet more obstacles in career building and its advancement.
- H3: Majority of respondents have or would prefer male-boss.
- H4: Majority of respondents is supportive for introducing such quotas to guarantee certain share and conditions for women in management and consider it as useful for Czech Republic.

### **2.2. Methodology**

This dissertation is divided into two main parts, literature review and practical part where is presented main research of the thesis, findings connected with following analyses of the research. Theoretical review contains comparison and analyses of specialised and technical literature about gender equality and connected topics; also in literature review are elaborated scientific articles and latest researches as well as other valid resources for

the research. Synthesis of the dissertation is written according to norms and rules for citations and bibliography.

Practical part contains main research of the dissertation and it is divided into four parts. In the first part is presented quantitative research which is represented by the questionnaire and its results. Second part is a set of three interviews which are following to the questions from the questionnaire from the first part of practical analyses. Some of the questions in interview are more specified according to the field of concrete topic. In the third part are testing hypotheses of the author, compared to the results of the questionnaire. Last part is the summary where is written brief overview of the results gained from used methods of the research.

Survey for this dissertation is mainly made by on-line questionnaire, which belongs into the empirical descriptive research methods. Questionnaire is self-administrated, shared through social media and the email; questionnaire's survey is completely anonymous, due to elimination of any kind of bias from side of interviewer. Questionnaire is created in Google Docs form tools and its distribution is during period of June – July 2016 shared through social media side and email. Actual version of questionnaire is attached in supplementary material of this thesis.

Questionnaire contains 22 questions, 18 of them are closed questions, where are mostly options of agreement or disagreement. Two questions are partly closed, it means there is option 'Other' to choose, when respondents haven't find suitable option for them. One of all questions is created to categorise or pick some option of the category and another one gives to the respondent voluntary option to give opinion on particular topic connected with previous question. This open question has been in questionnaire considered as additional and for respondent it is self-imposed decision to fill in the

question. The purpose of mentioned question is to gain broader view and to more easily follow respondent's opinion.

Questionnaire is not primarily focused on the gender of respondents; it means there are no specialised questions, which are supposed to be answered by only one of the gender. There is also no age limitation for respondents. Whole questionnaire is designed to be easily understood and not to take a long time to fulfil it, otherwise it is reason why many respondents decide not to fulfil questionnaire or not to finish responding.

Percentage return of questionnaire is not generally possible to count, due to fact that research is based on format of voluntarily and none of respondents is asked directly and by name. Anyway to create some estimation of responses return, it is possible to find approximately group of 300 people, who would perhaps be potentially respondents, who might have seen link for filling questionnaire and then decided with no pressure to fill it in or not. Out of 300 there are 106 people, who decided to contribute and fill in author's questionnaire, it means that estimated return of responses is around 35%. Description of data obtained from the sample of respondents is mainly processed into the graphical form of charts and graphs with additional author's interpretation and further explanation.

During on-line questionnaire survey there haven't been noticed any limitations, set of questions have been created not to be time-consuming, there was no time pressure for the respondent, due to having own-convenience not influenced by changing of environment and no need to make special meeting thanks to on-line survey. Potentially, there was limitation in language barrier and also respondents could possibly have issues with understanding of problematics of gender equality in the Czech Republic, which could be the reason for low responses return. Notwithstanding of that respondents, who were not able to answer open question in English, as a formal language of the thesis, they did answer in Czech language and their responses have been translated by the author.

As a following part of the questionnaire survey is created testing of hypotheses. Author of the thesis has been working with set of hypotheses connected with the questionnaire taken as an assumption of the current situation, how is presented picture of gender equality, discrimination and position of women in the Czech Republic. There are four working hypotheses, probabilities which would be compared with the results of the on-line questionnaire, by other words there would be presented and defined statistical hypotheses, testing is in comparison with observed base of the data in the survey. As a result of hypotheses testing would be acceptance or refusing of the hypothesis, it means if authors' hypothesis is true or false if there is correlation in author's hypothesis and respondent's opinion.

Second part is semi-structured interview with four women chosen by the author, who are different by age, level and field of education and occupation with different background. Interview's structure is settled by the questionnaire; anyway it is flexible and possible to change it during each interview according to the respondent's answers, to add or to remove some of original questions. Since interview is more time consuming method of the research, which belongs to the qualitative methods, there have been asked only four women, while each interview took about an hour and half. This part of research is focused on female gender to recognize closely position of women in the Czech Republic, which is as well the aim of this thesis.

Part where questionnaire is tested on hypotheses is created by comparing of hypothesis with results of answers from questionnaire's respondents with no use of special statistical tools. Whole empirical part is completed by the summary of the research, where is overview of qualitative as well as quantitative findings and connected analyses. This summary shows complex overlook of the problematics related to the following part of the thesis, which is conclusion and author's reflection.

## 3. LITERATURE REVIEW

### 3.1. Gender

Gender is a term denoting difference between males and females and their relations, which is diverse according to culture or society and is changing during a time. Very often are mistakenly exchanged terms *gender* and *sex*. Sex is the indicator of diversity in biological task, it is introduced by physical attributes e.g. sex hormones, chromosomes or structure of reproduction (Gender Spectrum, 2015). Whereas term *sex* is significant for biological diversity of women and men, concept of world *gender* is outlined by *“differing roles, responsibilities, constraints, opportunities and needs of females and males in all areas and in any given social context”* (ILC98, 2007). Under notion of gender is covered complex relationship between biological, identity and expression side, by other worlds it is connection of sex, gender-identification and self-presentation, closely related to gender roles (Gender Spectrum, 2015).

Gender is also possible to find as self-defined term dependent on gender identity, how each gender is describe by itself. This description is based on study focusing on self-confidences of being secure with own femininity or masculinity. Having gender identity in this case doesn't only stand for being male or female, but also it means that men as a part of male gender can be understood with some of feminine features and other way around women could describe themselves by truly masculine characteristics as being independent and still be considered as a part of female gender. This self-definition of gender is very important for self-respect and self-acceptance as well as respect for opposite gender (Hoffman, 2006).

As mentioned above, gender is understood as a set of biological and emotional features and characteristics as behavior, attitude or feelings, more or less typical for individual's sex, from cultural point of view. Gender is very often regarded as a cross-cutting problem and

the reason is that all gender relations have direct influence on every part of working environment in *“every aspect of employment, working conditions, social protection, representation and voice at work”* (ILC 98, 2009)

If observed behavior in chosen environment of particular culture is in consensus with cultural anticipation it is indicated as gender-normative, in opposite way it is ascribed to gender non-conformity. Finally it is important to point out that identity of gender introduces one of a kind, either male or female or there could be recognised transgender as other possible gender identity. Transgender identity signs difference in biological sex and gender identity and for this reason, persons could identify themselves as transsexual in category of transgender (APA, 2011).

Notwithstanding of the fact with transgender identity, in following parts of the thesis, is focused on traditional gender division – male and female gender, to simplify process of the study with following research, under gender-normative identification, predominantly in the European culture.

### **3.1.1. Gender roles**

International Labour Council (2009) has published definition of gender roles as *“learned behaviours in a given society, community or other social group. They condition which activities, tasks and responsibilities are perceived as appropriate to males and females respectively. Gender roles are affected by age, class, race, ethnicity and religion and by the geographical, economic and political environment”*. Gender roles could be identify also thanks to relations between gender and accessibility to resources and its control, significant for the gender, who owns more power and knows how to use it or turn it in own advantage. Some of gender roles could be different or later on transformed in consistence with political, economic or natural factors in context of chosen area in certain time (Gouverneur, 2013).



However, traditional gender roles are done from whole beginning of the history; man is a hunter, leader and 'breadwinner' and woman is a nurturer, who should take care about home and children (Blackstone, 2003). Cultural division, by Gender Spectrum (2015) recognises two gender roles: "*Masculine (having the qualities attributed to males) and feminine (having the qualities attributed to females)*". Gender roles, contrary to biological conditions, are learned and it means that by the time it could be learned another gender role, which is not necessarily connected to biological traits (Blackstone, 2003).

From historical point of view in eighteenth century gender roles had still been strictly done, in marriage man ruled not only all property but also to his wife. Slight change was in participation in question of childcare and earning money, when these activities were shared and done by both genders, even though primary source of earnings was made by man. Traditional role of women was also supported by the law, because they hadn't had any formal rights, so their jobs were low paid and mostly were same as usual activities at home as cleaning, teaching or nursing.

From nineteenth century role of women remained the same, even expectations on their role were more rigid; woman was either in position of a good mother or prostitute (in case she failed in being a good mother). Second half of nineteenth century introduced working-class of women, work became more available and they could support their families even by work outside the house. At the beginning of 20<sup>th</sup> century women became more independent to men and their traditional role in form of financial security for family. Nevertheless, intention to keep women in traditional role of nurturing mother persisted, and it was expected that married women would give up their job and whole career to take care about their home and work on their marriage (Old Bailey Proceeding, 2003).

In 21<sup>st</sup> century some of stereotypes from 20<sup>th</sup> century disappeared, anyway in workplace traditional role stereotypes with sex segregation are still visible. Men are more

likely being ambitious to become managers or leaders, while women, as people-oriented, are more likely to become assistants or find a job in HR. On the opposite side, women are benefited in most companies in question of parental or maternity leave, but benefits for men as a father are still under discussions as a manner of future vision of total gender equality (Lewis, 2016).

Traditional roles are closely connected with feminism and its development. Question is, to what extent is creating gender equality as a changing typical roles of women and men efficient, instead of keeping labor allocation according to sex. Virginie Gouverneur (2013) examined approach of J.S. Mill and W.S. Jevons to answer question of efficiency of traditional gender roles. Those two economists determine issues connected with women, they both agree that employed women's performance at home is declining and is very poor with regard to maternal duties. On the other side they claims that women should be independent and work on their own happiness, but in their way of thinking women is also supposed to stay in tradition role of being mother and housekeeper, to be the most efficient. This argument is supported by the fact that women's skills could be divided into more than one thing at one time.

Conflict of gender roles and stereotypes is slowly shifting into positive change in traditional roles of women and men. By this make over is influenced economy, the reason is that number of women on labour market is increasing and by this engagement is also raising share of empowered women, participating in political or other decision-making processes. Women are more financially independent, and their typical role of mother and housekeeper recedes to their career; to cohere personal and professional life seems like the challenge for women and make them disadvantaged anyways. Meanwhile men's role to some extent remains the same as a protector of women and family, but their role as

'breadwinner' and the leader is in building gender equality strongly jeopardized. (World Bank Group, 2015)

### 3.1.2. Gender equality

Gender equality is any kind of parity between genders; by other words equality could be describe form opposite point of view, by defining of gender inequality, which according to International Labour Council (2009) is: *"The disparity in any area between women and men in terms of their levels of participation, access to resources, rights, power and influence, to the remuneration or benefits."* Instead of disparity or inequality, by definition mentioned before, it could be used term *gender gap*. Usually most visible gap between genders is *gender pay gap*, which is sight not only of unequal average wages, but also other opportunities in workplace as *"employment, education and vocational training, and meaningful participation in representative social dialogue institutions"* (ILC 98, 2009).

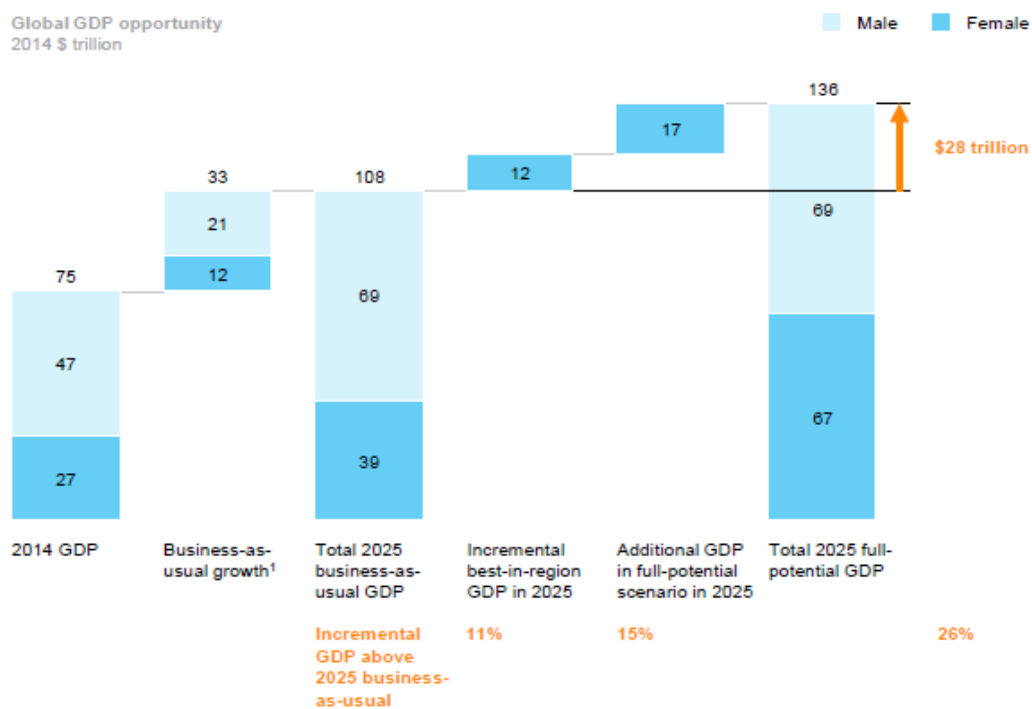
Inequality in earnings is nowadays still deep, notwithstanding of fact that more than half of population in working age are women, their percentage share on world's GDP was in 2015 only 37%. Main issue of this gender pay gap is in un-paid labour, which consist 75% of women, who do this kind of work. Un-paid work means mostly voluntary work done at home, child care or household activities as cleaning or cooking. Although un-paid labour is not counted as a part of most used economic measure GDP, value of un-paid labour was quantified by \$10 trillion per year, which is about 13% of total global GDP, presents McKensey Global Institute in Executive Summary 2015.

Other problem is in opportunity for women in their career, while men earn 16% more than women, anyway women are working weekly in average five more hours in comparison to men. There cannot be expected visible economic growth without any aspiration for gender equality. For this reason there is a need to invest into economic development for labour force of women to raise number of job created to become competitive in more

equal way. This potential of economic growth thanks to gender equality is also seen by the OECD, when is estimated reduction in gender gap in labour force around 50%, while this rollback should bring increase in GDP by 6 to 12% according to level of convergence, achieved by the 2030 (Kiviniemi, 2015).

Future vision for gender equality is not that clear in question of economic growth, anyhow *“Addressing gender inequality to allow women to play an identical role in labour markets to that of men can add as much as \$28 trillion, or 26%, to global annual GDP by 2025, compared with a business-as-usual scenario”* (Finweek,2015).

Figure 1: Global GDP opportunity



Source: McKinsey & Co, *The Power of Parity: How advancing women’s equality can add \$12 trillion to global growth; Executive Summary 2015*

The way how gender parity should be achieved is hidden in three steps; to accomplish gender equality among society, to improve economic development and to shift attitudes. Gender equality in workplace should be reached by increasing in women participation in labour force, not only changing part-time jobs into full-time but also shift women form less prosperous economic fields as agriculture into more productive sector or industry (McKensey, 2015).

World Bank Group (2016) in year 2016 has introduced “Gender Equality Strategy 2016 – 2023”, where are engaged 22 countries, with more than 1,000 stakeholders, who assists as a consultants and guides for successful fulfilment of this strategy. The strategy aims on closing opportunity gap between genders, at work, in training programs or in ownership of assets. Investments and advisory is provided by International Financial Corporation, who promotes and supports women in business, their development and employment opportunities (IFC, 2014).

In Gender Equality Strategy is targeted on four important areas, following goals are globally real, and by reaching them is possible to decrease gender inequality in the future. First are endowments for human development in education, health and social protection. Second area is focused on job opportunity, to remove restraining made by skills gaps or gender segregation as well as to solve issues with unpaid labor. Third goal is to open boundaries for women to secure their own ownership of tangible and intangible assets. Last area is aimed on women’s voice, to be heard and to be listened, to become equal part of important decisions made and create control about this issue with engagement of male gender (World Bank Group, 2016).

Even though this thesis focus mainly on issues with gender equality in European context, it is also important to mention same issues in global point of view. Most visible gaps in gender equality are seen in less developed countries. Despite climate issues and health problems, gender gap and interpersonal behavior in relation men – women is slowly changing in positive way around the world. As an example should be mentioned case study done in Nicaragua, where young men are changing their way of thinking from living in gender stereotypes and nowadays they start thinking about women as about equal ones. For today these men begin to show nothing but respect to their women, this behavior in

comparison to the past is not taking as weakness but it is considered as a sign of real and strong man (Fox, 2008).

Latest positive message about gender equality was published by Association for Talent Development, thanks to the Global Gender Gap Report by World Economic Forum from the year 2015, there is a real chance to reach gender equality; however estimation is made on year 2133. This date was established in keeping with 4% growth in closing gender gap, while this growth has been watched in past 10 years (ATD, 2016).

### **3.1.3. Gender mainstreaming**

United Nations (2001) determines gender mainstreaming as a global strategy and the approach how to advertise and achieve gender equality. Aim of gender mainstreaming is to accomplish gender equality in EU member states, focused on public sector. Process of achievement equality between genders initiates and opens dialogs for improvement of advocacy, policy, legislation and its implementation at the same time.

Entering to the global discussion with gender mainstreaming at very beginning was a proceeding of women, who did realized that their rights and connected issues are still marginalized, and furthermore women are not engaged into decision making and development of “women activities” was losing its importance. Anyhow at a very first time term “mainstream” has been used, feminists were against its promotion, because it associated deviation of women’s behaviour form men, on the other hand introducing of term “mainstream” connected with gender was only possible way for transformation (Bendl & Schmidt, 2013). After all, gender inequality has become to be mainstreamed also as a part of sustainable development, to show the question of gender equality has become important and that with no effort of world organizations as well as national governments, nothing is going to be changed (UNESCO, 2003).

Pursuant to interpretation of Bendl and Schmidt (2013) mainstreaming is not only concentrated on individual cases, but it approaches these kind of issue as overall problem of whole system or society and brings solution through analysis and following policies to change the norms. Also the dilemma of negative behavior as creating obstacles to disadvantage one of the gender or other methods of discrimination is supposed to turn into positive changes of system by strategy of mainstreaming following perspective of the gender.

According to Commonwealth Secretariat there exist three main principles how to integrate mainstreaming with success; empowerment, integration and accountability. Empowerment to give women more power mainly in decision-making, integration of gender inequality into context of other issue bringing inequity as race or age. Third principle, accountability is connected with willingness and level of motivation for achieving positive results in question of gender equality (Pavlic, 2001).

Irma Loemban Tobing-Klein (2009), executive leader of MDG<sup>1</sup> Global Watch, adds that by gender mainstreaming would be assured equal relations between men and women in context of global development, nevertheless subject of help are not only women and their equal rights. The aim is to discuss equality from both points of view, same men as women, regarding to their experience with discrimination or exclusion due to gender, which appears in different degrees, very often and then enter with new plans and solutions for unequal situation in many different working areas such as human rights, security or same access to education (UNESCO, 2003).

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<sup>1</sup> MDG - Millennium Development Goals are global goals created under United Nations organization, struggling with the biggest global issues as poverty, educational and health problems (HIV/AIDS) or mentioned gender equality.

Real value of gender mainstreaming for gender equality has been researched by Bendl and Schmidt (2013), who did find out that term “gender mainstreaming” serves as metaphor for achievement gender equality more than initial tool for its establishment. The reason for this statement is that whole implementation of policies and strategic plans to moderate gender inequality according to EU regulations had fall down with economic crises, which had push gender equality aside. What’s more, talking about this paradox only shows difficulties in having defined difference in terms or level of their correlation, instead of seeing steps for solving issue of gender inequality.

By article of UN Women (2015) could be sum up what really gender mainstreaming means and how to understand it in today’s context: *“As such, gender equality is the overarching and long-term development goal, while gender mainstreaming is a set of specific, strategic approaches as well as technical and institutional processes adopted to achieve that goal. Gender mainstreaming integrates gender equality in national public and private organizations...”*

Last but not least, mainstreaming is sometimes also connected with development of the organization or these two terms are exchanged, but incorrectly. The difference is that mainstreaming could change some part of organizational structure at chosen level and is actually working with current situation of company. In comparison to organizational development, mainstreaming is not changing or challenging bases of the company’s culture, its practices and norms (Porter, 2012).



### 3.2. Gender diversity in management

Gender diversity in management has arisen from standard relations between genders in ordinary life situations and work organization, which is closely similar to organization in life. To which extent is evolved self-development could be also developed organizational goals and cross-gender negotiations as well as whole culture of the company. According to Porter (2012) *“Gender relations can be seen as a ‘meta-structure’, in that it is maintained through many layers of power and legitimacy which reproduce the rules and practices associated with it.”* All gender relations in the workplace have become important base for diversity, not only for culture but also for management and leadership style or overall look, how company is presented on the market (Porter, 2012).

Diversity in management can possibly benefit company, mainly in way of innovation and creating new ideas, where there is proven, that women and men have different taste and point of view, so their ideas are differentiated not only by each team member, but what’s more by their gender (Héroux & Fortin, 2016). If there is diversity on board there is higher chance to find this team more efficient and decrease risk of investments to protect interests of shareholders. The reason is, diversity is built on broader experiences, more perspectives with deeper expertise and higher level of creativity, which appears from greater potential of their discussions (Cumming et al., 2015).

Despite potential surplus, in many companies, there is created gender diversity in wrong way or from wrong reason. Very often primary reason is not to improve environment of the company, by using feminine and masculine capital in most efficient way, but to reach ‘gender equality’ according to change of economic trends. Ignorance of using gender diversity as strategic tool to achieve better outcomes is impoverishing many business from taking advantage from differences and similarities of women and men in working environment and their personal value (Vries, 2014). In case of creating gender

diversity just to set up 'gender equality', there could appear a lot of issues as losing trust among team members or other cross-gender conflicts (Kaul, 2009).

### 3.2.1. Differences between male and female managers

All strength sides in leadership are known and ascribed to men – leaders. In many languages, mainly in English, many of professions are gender-universal, as doctor, leader or manager, main reason is that these professions been only question of man and his social role. Even though the equal rights amendment is valid for a while, these stereotypes are still unchangeable. On the other hand to create gender role at workplace equal there shouldn't be any need for differentiation the name of position, it should be just matter of quality how is work done not by whom, according to gender equality. Beside of all stereotypes, there is many variables done by biological base, women and men have different pattern of behaviour in relations as well as in workplace.

Those patterns are shown in different approaches at work while women are more emotional, each decision and solution is thought through and they are willing to work in team, on opposite side are men, who work rather alone and their decisions and solutions are made by strength and tough will. According to Iris Bohnet (Management Today, 2016) and her experiments in the US and UK *"Women are less likely to guess, less likely to take risks and less likely to back themselves or push themselves forward when in a mixed group."*

In general men are more task-oriented and women are more people-oriented. Anyway right in here is hidden main issue of all gender segregation, which is not only stereotype but also it is reality, and for some women it could also be called their comfort zone. For men is typical to be a boss with all qualities known for men and when he changes his role to more pro-social, it is taken most likely in positive way. Other side is women behavior as mentioned above, who are more sensitive about relations, while changing orientation on

results rather than on employees is expected to be taken as negative change and it's the risk women are not willing to take very often (Ricker, 2011).

Interestingly all claims about women's fear to cross the line to behave like a men is only psychological issue, it is only in *our* head that they women are not as good as men. To verify this information there is a recent study from Sweden, where children have been tested in activities typical for men and women together, to see their competences and as a result there were no gender differences in being competent to rather female or male activity for girls and boys. This example presents equal competences leading to equal opportunities, while during some time people are more thinking about all borders and gender stereotypes done by history (Management Today, 2016).

### **3.2.2. Gender segregation in the workplace**

Gender segregation in the workplace shows higher share of women or men in chosen categories of employment, leading to separation of labour market segments to feminine and masculine segments. This segregation on labour market is occurring thanks to labour market supply and demand, state social system, level of economy or sectoral development. Source of gender segregation could be based on Charles' (2002) theory (cited in Valentová et al., 2007) human capital, experience on labour market or level of education.

Theoretically, higher level of women's education is, lower should be gender segregation in labour market, anyway there is no real prove for this theory yet. In general gender segregation is based on own choice of field of studies, where begins to some extend natural gender segregation. Women are more likely to choose studying healthcare, social services or humane science, men usually pick natural science or more technical fields as IT. This fact is leading to statement that share of women represented sphere of public services is visibly higher than share of men, and on the opposite side more men is possible see in technical area or in management (Espiring-Andersen, 2002 cited in Valentová et al., 2007).

Segregation on workplace is also known as occupational segregation, therefore many women are leaving companies to create their own business, rather than challenge men's positions or work on more human-oriented positions in management as public relations or human resources, also is possible meet women-managers in administration or corporate social responsibility. These positions are visibly based on women's qualities as high sense of responsibility with rigorous orientation on details of the task. However these "women's" positions are not considered as appropriate base for "real" managerial positions and feminine capital remains underused on every part of women's career by such think as occupational segregation (ILO, 2015, Huffman & Cohen, 2004).

Direct segregation at work is influenced by job quality and level of the task, which should be done. Segregation according to work content is called task segregation, which becomes a base for gender segregation. Chan & Anteby (2016) explain term task segregation: *"By task segregation, we mean when a group of workers is disproportionately allocated, relative to other groups, to spend more time on specific tasks within a given job"*.

Other way how is gender segregated in labour market is referred hiring. This kind of hiring is based on references, made by friends, family members or some other social contact from individual's social network. Even referral hiring could become cheaper for many companies in question of hiring process, as well as there is promise of quality and match for company's environment in reference done. Gender segregation is hidden mainly in system of referencing, while man would rather recommend another man and in opposite way woman would rather give a recommendation to another woman rather than to man (Tassier, 2008). This claim is closely connected with Tassier's (2008) research, where is found that: *"84 percent of men using a contact to find a job used another man and 64 percent of women using a contact to find a job used another woman"*.

Gender segregation is in neo-classical economic theories considered as one form of discrimination, mostly done in companies with sufficient working capital (Wharton, 1986). In the study of Rakauskiene & Krinickiene (2015) segregation is also taken as negative aspect and is divided into vertical and horizontal one. Vertical segregation is explained as “glass ceiling” and horizontal is demonstrated as “glass wall”. “Glass wall” illustrates position of women in labour market; importance of women’s job is lower as well as prestige of the job. Question of discrimination and working barriers, is in detail explained in following chapters [2.3.Barriers in career](#) and [2.4.Discrimination](#).

### **3.3. Barriers in career**

Career barriers are bringing negative consequences for individual confidence and objective evaluation of own abilities. Through career barriers people usually underestimate their own knowledge, which causes decrease in aspirations in career and have negative influence on development at work. Albeit barriers in career and its perception depend on individuals, however impact on their self-efficacy and estimation of career goals is negative. What’s more it is more likely to expect meeting career barriers for women and minorities then for men (Novakovic & Gnilka, 2015, Ibarra et al., 2013).

Since women are replacing men in top positions, mainly in western world, there exists a problem so called “glass ceiling”, which deepens an issue with gender inequity in workplace. Next to the glass ceiling is possible find similar issue, so called “glass wall”, which is limitation for women being ‘boxed into’ their roles (Bolton. 2015). *“To be selected for top management jobs, it is necessary to have diverse experience across different company areas. As long as women are boxed into certain roles, this will not happen – hence the need to break down glass walls before women can break through the glass ceiling to top management”* describes professor Bolton (2015) today’s challenge of women.

Glass ceiling is one of the barriers standing in career of women, even their education, experience and knowledge is adequate to position they aspire on. This barrier appears as some form of discrimination of minorities but mostly it is visible at a side of women, while there is glass ceiling pushing back all aspirations. There exists two main reasons why women are still hitting this glass ceiling; first are stereotypes and second is balance between professional and personal life, both of the barriers are described in following part (Riker et al., 2011).

### **3.3.1. Stereotypes and prejudices**

Gender stereotypes are the main reason why representation of women on management board is quite low. Men are expected to be born with such abilities to be a manager; therefore women need to challenge these prejudices to prove same management abilities as men do (Office of the Government of the Czech Republic, 2009). These gender stereotypes have negative influence on women, who afterwards have lower aspirations to succeed, because they are afraid of being rejected by society or that they would lose their feminine side. Many people are not able to see woman as an authority and according to this stereotype lot of women have rather accepted the fact that they are not authorities (Smith, 2014).

In gender stereotypes is hidden many misleading affirmations about male or female nature. As an example is introduced claim of women being too much emotional with tendency of being irrational, contrary men, who are not able of any emotions (Blackstone, 2003). Question of being ethical is more likely to be attributed to women rather than men; while women are thinking through the task and trying to avoid negative consequences, using stereotypes, they are automatically considered as too conservative and too careful (Cloninger et al., 2011).

Gender stereotypes, as a barrier for gender equity has not only negative meaning. Some of stereotypes are done by gender's motivation; for men is more common financial motivation, freedom, challenges and success, therefore for women is 'typical' motivation in quality of family life and relationships (Armania-Kepuladze, 2013).

Unfortunately position of women on labour market thanks to all stereotypes and prejudices is still less attractive compared to men, real skills of women and their knowledge is not offered and used sufficiently and that's the reason why their positions and appraisal is unequal (Boldon, 2014). Ignorance of gender stereotypes with traditional gender roles causes gender asymmetry, which is influencing economic development and life quality of both genders (Rakauskiene & Krinickiene 2015).

### **3.3.2. Work versus family life**

Work and family life should be in balance, it not necessarily means that these two attributes have equal share of time spent in work or family role. Balance means for women and men to be able to manage both work and family life responsibilities with sufficient attention and engagement. To be engaged in more than one role at the same time such as family life and work could bring work-life conflict, which is according to case study of Rupashree Baral (2016): *"related to increased turnover intentions and reduced job satisfaction, organizational commitment, and family satisfaction"*. This balance conflict is divided into *"work-to-family conflict"*, where work threatens personal part of life and *"family-to-work conflict"*, where more focus is on role in family then on working performance (Baral, 2016; Jain & Nair, 2013).

One of the most important challenges for women is to find balance between work and personal life, as a biggest challenge is estimated relation to childcare. Reason why women are in higher need to find work-life balance is that parental responsibilities are still considered as a part of maternity and so question of women 'job'. There are still discussions

about labour system, which should make question of equity in personal and work life much easier. This labour system should allow part-time job or home-office with security of keep in touch with office and protect women from being threat by losing job (ILC 98, 2009, Stock et al., 2014).

Not only whole labour market but human resources management have to deal with jeopardizing of employees by work-family balance issue. Companies through HR management are focusing more on programmes and policies to keep work and family or personal life in balance. They do offer more flexibility at work to parents to be able manage balance of work with child care or parental leave to remain satisfaction with their job performance and productivity. Otherwise productivity could decrease and employee would be stressed about one of her/his role, either at work or at home. Benefits made by organizations are dependent on individual's value, so it should be based on particular needs of employees at certain work positions (Ammons, 2015; Ali Omran, 2016)

### **3.4. Discrimination**

Discrimination with gender base is represented by decisions made according to individual's gender not by their performance. Dalton et al. (2014) say that majority of women meet both subtle and outright practices of discrimination once in a career. Notwithstanding of that women are trying to avoid some of discrimination by focusing their career on jobs, where there is no need in work flexibility, meant by potential human capital transfer, so many women are working in human capital oriented positions (Ludsteck, 2014).

There are many examples when discrimination is illegal; anyway some of discriminatory practices are not implied into the law. Though these practices could be assumed as gender discrimination, but it is hard to prove cause or even its presence. First discriminatory issue is process of hiring, promotion or firing, when preferences of employer

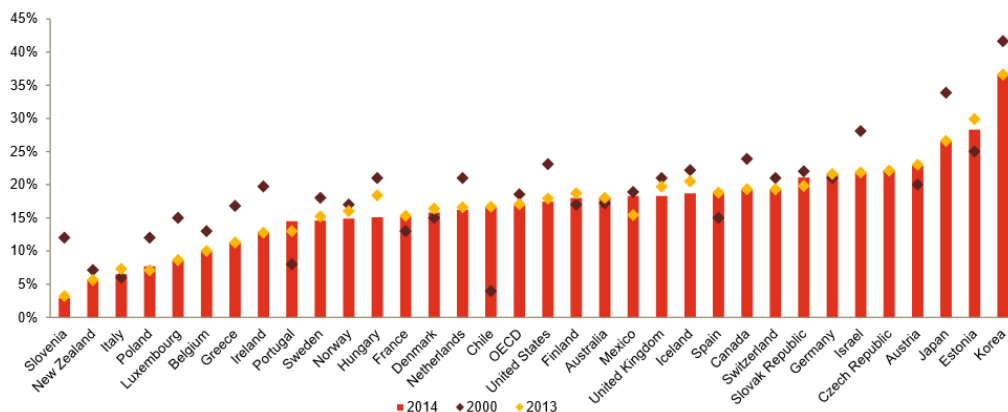


are influenced not mainly by qualifications of employee but by the gender. Second problem is with job classification, which is mostly connected with maternity leave or similar career breaks, while women are not able continue working on full-time during child care, so their position is changed to lower level with obviously lower salary. Third possible discrimination met is in benefits, which depends on employer's evaluation of individual's performance. Last but not least is visible discrimination in payment, also known as pay gap; it means that for same work done there are two different prices. More about pay gap connected with gender discrimination is in subsequent part of the thesis (Workplace Fairness, 2016).

### 3.4.1. Gender pay gap

Gender wage gap is difference in median earnings between male and female workers. Usually it is mistakenly taken into consideration that women have unequal wage for equal job done, but very often allocation of male work force tend to be different to women. This is reason why gender inequality in earnings is examined in similar occupations or similar organizational roles in equal number of workers on full-time, to follow gender pay gap and gender gap in employment status. Following figure show gender wage gap in OECD countries in 2014 compared to 2000 and 2013, where in most of the countries is gander pay gap slowly closing. (AAUW, 2016; Goff, 2016; Hegewisch et al., 2010).

Figure 2: Gender wage gap in OECD countries 2000 - 2014



Source: PwC (2016), International Women's Day : Women In Work Index Available on <http://www.pwc.co.uk/economic-services/assets/PwC-Women-in-Work-2016-FINAL-3.pdf>

The way how to decrease or close gender pay gap is created mostly by the government, therefore International Labour Council 98 (2009) is drawing attention on legal side of this issue: *“In the absence of legislation for equal pay for work of equal value, women’s wages could not keep pace with their increased education.”* Until the legislation would be changed women are about to stay at the same job with lower payments and with less opportunities for training and self-improvement (ILC 98, 2009).

Material disparity for women is influenced by their decisions in personal life such as marriage, maternity with child or family care. What a lot of women have been missing are better negotiation skills, to know how to promote themselves, to easily accomplish what needs to be achieved. Although, interesting fact is, that employees, who do believe that they are paid in fair way are more likely to put higher effort into the work that workers who do think that their earnings are unequal.

### **3.4.2. Sexual harassment**

Other part of gender discrimination is sexual harassment. Victim of sexual harassment is threatened by sexual requests, advances or other inappropriate behavior with sexual context, from side of superior or colleagues, while working conditions or benefits matter. Refusing of sexual demands has negative influence on future of victim, promotion or a raise could be dismissed and employee would rather leave a job. Victimized employee is harmed, not only financially, but also emotionally (EEOC, 2010).

Defence against harassment is not easy, but according to state legislations (considering Europe and Western part of the world), sexual harassment is illegal, and so there is a chance to fight through law, which gives the victim tools and the power. At first is necessary to complain to employer about the problem, than it is possible to ask for help state or some non-profit human right agency or to ask for help to an independent lawyer (FindLaw, 2015).

### 3.5. Gender quotas on management board

Gender balance in executive or top management positions is influenced by many factors, which are contributing to gender inequity on management boards. To decrease lack of women in managerial positions, there are introduced some strategic actions such as development of leadership and talent management, policies supporting parenthood to give parents opportunity of having more flexible working conditions. Into actions also belong change in culture of organization and imposing of quotas. Even though all strategic actions would be implemented, it is always up to individual's way of thinking, to avoid gender stereotypes, in way how people see and imagine executive manager, to make the change successful (OECD 2016; Tatton, 2016).

One of the actions, which supposed to help in establishment of gender balance on management board are quotas. Target of quota systems is to ensure minimal share of women on board in 30 or 40 %, as minimal level also called '*critical minority*'. These quotas have been firstly set up in politic sphere; there is number of women, which should mandatory appear on candidate list, in a committee or in a government. Many quotas are temporarily created with other strategic actions, which are trying to remove barriers for women in politics and business world; what's more some of quotas have been made as gender neutral, to assure equal representation of both genders (Dahlerup, 2009; Gentleman, 2015).

In corporate world process of gender equality achievement in executive positions is quite slow, even there are many arguments for creating more gender diverse boards to improve financial performance, corporate governance and possible innovation. Gender quotas are in majority voluntary and according to statistics in last ten years share of women in CEO or senior positions remain consistent, about 12% in CEO chairs and 24% in senior management (Lee, 2014).

The reason why process of reaching gender diversity and future equality in senior or other manager's positions by gender quotas is not that successful is explained in research of Shemla & Kreienberg (2014) published in Forbes magazine. Research shows that neither women nor men are more interested in position offered by company with set up quotas, for 70% of respondents position in company with quota conditions was even less attractive. On the other hand instead of quotas organizations could introduce workshops and initiatives focused on women's career and support gender diversity on board by creating internal policies, which guarantee help in establishing work-life balance (Pande & Ford, 2011).

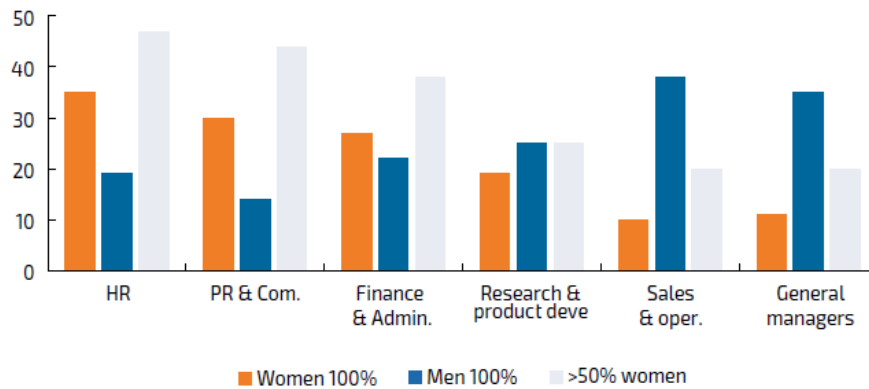
### **3.5.1. Women in management**

Women are challenged on management board by glass ceiling, work-family balance or other kind of discrimination. One opinion, why women have more issues with 'getting on board' is that female gender has lower self-promotion ability in contrast with men (Vongalis-Macrow & Gallant, 2010). According to article of Francesca Gino (2014): "Women remain underrepresented in most high-level positions: They account for less than 5% of Fortune 500 CEOs, less than 15% of executive officers, and less than 20% of full professors in the natural sciences.". In FTSE 100 companies is around 20% of female directors and only four companies in this hundred have women in position of CEO (Smith, 2014).

This underrepresentation of women, not only in corporate but also in political sphere, causes limitation in women's potential and its growth, also it decreases possibility of equality in provided social and economic benefits from employers. Due to the deficient in the representation in high-level positions, women tend to work in areas with lower productivity, which means also their earning are lower as well as contribution to GDP is lower than potentially could be (Rakauskiene & Krinickiene 2015). In following figure (Figure 3) is possible to see percentage of companies with share of women and men

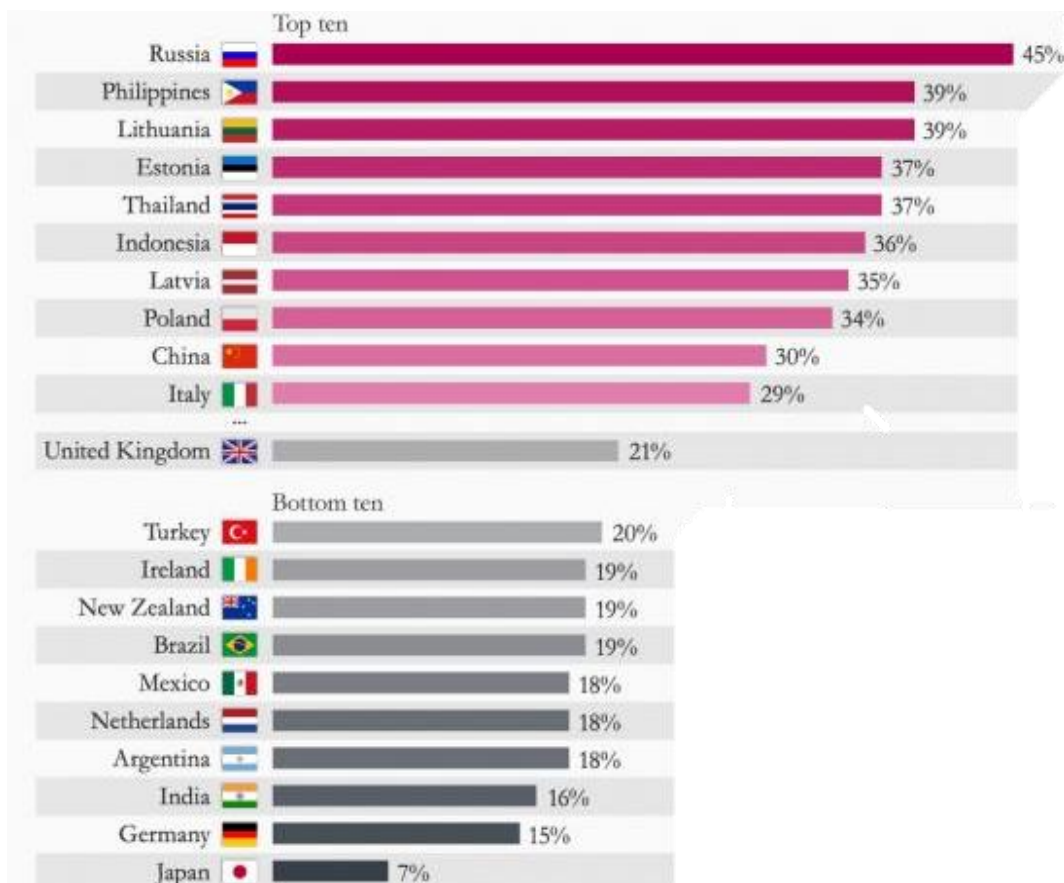
employees in chosen positions, as mentioned in this dissertation women are more likely to work in personal oriented positions as HR or PR, which is in agreement with this chart.

Figure 3: Percentage of companies with women and men in different types of management



Source: ILO (2015) Women in Business and Management: Gaining Momentum. Available at: [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/--publ/documents/publication/wcms\\_334882.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/--publ/documents/publication/wcms_334882.pdf)

Figure 4: Proportion of senior management roles held by women in 2016



Source: Zlata Rodionova (2016): UK Government calls for action after number of female appointments on boards falls to five-year low. Dataset from 8/2016 Available on: <http://www.independent.co.uk/news/business/news/women-boardrooms-nicky-morgan-ftse-female-board-report-gender-inequality-a7125526.html>

In Figure 4, there is a share of women in senior management position of women in July 2016, which is globally expected to increase until 2020. Anyway of slow increasing share of women in top decision-making position OECD Deputy Secretary-General Mari Kiviniemi (2015) claims that “Forty years ago women like Margaret Thatcher and Golda Meir cut rather lonely figures on the male-dominated world stage. Nowadays, there are several iconic women in positions of influence, people like Angela Merkel or Michelle Bachelet”. This fact is leading to the statement that higher-level female managers or female in top positions are more successful in reduction of gender inequality and have higher willingness to create gender equality in workplace of the business or political world (Huffman & Cohen, 2004).

By using of full potential of employees is necessary to realize that source of women on labour market is used way below its potential, mainly in high level positions. One of the reasons why potential of women is misused is their own valuation of contribution to work, which is lot lower that self-valuation of men. By other words women are not able to “sell” themselves on labor market as well as men do, which is very often ascribed to the nature of man and his ego (Riker et al., 2011).

### 3.5.2. Europe and European Union's directive

As a first country who did introduce gender quotas on management board in Europe was Norway in 2003, mandatory quota was settled to 40%, which was reached by year 2008. Interestingly there was found that majority of women hired due to quotas were even more qualified than women working before quota system implementation (Welsul, 2014, The Economist, 2014).

In 2014 there were five countries in Europe with mandatory quotas for representation of women on corporate boards such as France, Belgium or the Netherlands. Other seven European countries have introduced voluntary quotas, as a first it was in 2007 Spain and then for example Germany, Finland or Greece (Alstott, 2014). Between non-member countries, who settled quotas into legislation next to the Norway, belongs Switzerland or Island In following figure is possible to see how and to what extend are quotas implemented in chosen EU countries, and if legislation touch not only state owned but also private or semi-private companies and in last column is possible to find the sanctions for non-compliance as well (Walby, 2012; Armstrong & Walby 2013).

Figure 5: Quotas in corporate management boards in EU member states

Country (Year introduced)	Companies targeted	Proportion of minority gender to be represented	Timetable for implementation	Sanctions for non-compliance
Austria (2011)	Companies owned 50%+ by state.	2 phases: 25% 35%	2 phases: 2013 2018	No sanctions.
Belgium (2011)	Phased timing by company legal status:  State-owned companies  Listed companies  Small and medium sized listed companies; companies with less than 50% shares listed.	1/3	Phased timing by company legal status:  2012  2016  2018	Temporary loss of financial and non-financial benefits by board members.
Denmark (2000)	State-owned companies.	30%	Immediate	

Finland (2004)	State-owned companies.	40%	2005	
France (2011)	Listed companies; companies with 500+ employees or turnover/asset of €50m+.	2 phases: 20%  40%	2 phases: 2013  2016	Annulment of board appointments.
Ireland (2004)	State-owned companies.	40%	No deadline	
Italy (2011)	Listed companies; companies with public participation and state-ownership.	2 phases: 20%  33%	2 phases: 2012  2015	Admonishment by regulatory body (Consob); fine; annulment of board.
Netherlands (2010)	All companies (regardless of listing, ownership, private/public) with 250+ employees (or turnover criteria).	30% in boards and senior management	2016	No sanctions in law. Comply or explain in annual report and publish action plan to address.
Spain (2007)	Public limited companies with 250+ employees.	40%	2015	No penalties; incentive: potential priority status for government contracts.

Source: Armstrong, J., Walby S: Legal instruments for gender quotas in management boards (2013) ., European Parliament, pg. 7-8. Available on: [http://www.europarl.europa.eu/RegData/etudes/workshop/join/2013/474413/IPOL-FEMM\\_AT\(2013\)474413\\_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/workshop/join/2013/474413/IPOL-FEMM_AT(2013)474413_EN.pdf)

European Parliament in 2013 proposed quota of 40% of women as members of non-executive board targeted on 2020 (European Commission, 2012; Lee, 2014). This proposal wasn't fully supported by all EU member countries, where are in average 15% of women 'on board', this directives would be for many countries hard to fulfil and sanctions for many companies would be devastating. For now it is up to each member of EU or EEA<sup>2</sup> to establish their own quotas or implement legislation introducing quotas into the country, until next proposal of quotas would be presented (BBC, 2012).

<sup>2</sup> EEA – European Economic Area



### 3.6. Czech Republic's gender equality policy

Czech Republic is struggling with discrimination as ageism and sexism, remuneration, under-representation of women in public or political sector with decision-making positions and discrimination in child-care (Social Innovation Fund, 2006). Discrimination had been regulated for a long time only by Article 3 of the Charter of Fundamental Rights and Freedoms, which was insufficient. Entering EU Czech Republic has accepted one of EUs' directives, Directive 76/207/EEC setting equal treatment for men and women and also implemented Employment Act (No. 435/2004 Coll., on Employment) regulating relation between employer and job applicant to avoid any kind of discrimination. Discrimination at work is protected by Labour Code from 2006 (with effect from 2007). Instead of Antidiscrimination Act, antidiscrimination regulations are possible find in Act on the Service Regulation of Members of the Security Forces and personal protection in general is in Civil Code of Czech Republic (Střílková, 2007).

Notwithstanding in Labour Code is defined that women and men working under 'same conditions' should be treated equally, means their remuneration for 'same work' should be the same, explains the Salary Act, there exists gender wage gap. Wage gap in Czech Republic almost didn't exist before year 1988 thanks to social system and flat tax rate, after 1989 the 'Velvet revolution' income inequality start to increase and the wage of women from 1990's was equal to two thirds of the men's income. This inequality as in every economic system is caused by labour market, while state tries to intervene to create more equality in disposable income (Večerník, 2007).

In research of Kristina Klodinská (2015) under European Parliament is adduced in average in 100 Czech largest companies there are only 9.14% of women on directors or executive board, while around 20% of managerial board is held by women only in health care and telecommunication. Lower share of managerial posts of women is in banking with

insurance and in media with PR and energy sector, where percentage is around 10%. Klodinská (2015) adds other fact, that: *“The total proportion of women in companies that are listed on the stock exchange dropped from 7.38% to 6.14% in the last years”*.

From 2008 Office of the Government of Czech Republic have been supporting project for gender equality on labour market called ‘Gender studies’, including many campaigns and activities helping, not only employees but mainly employers with establishment of gender equality. In Czech Republic is possible to find two councils taking care about gender inequality it is ‘*Council for Equal Opportunities of Women and Men*’ and ‘*Council for Human Rights*’ (Office of the Government of the Czech Republic 2009; Gender Studies, 2016).

Instead of many discussions and proposal European Commission quota system in Czech Republic is not yet implemented; only one political party is using voluntary 25% of women on board quota. Current government after disagreement with quota system voted for implementation mandatory quotas in EU, anyway critics are saying that in Czech Republic exist many businesses and areas with lower interest of women, where is nonsense to apply quotas, because at first fulfilment of seats reserved for women would be almost impossible and secondly companies might be hurt by seating female employees who have less interest in chosen area of the company. On the other side introducing quotas into Czech economic system could theoretically help in growth of Czech economy and that is why Czech Republic is cooperating with NGOs to work on methodology for future quota introduction (Koldinská, 2015; Radio Prague, 2012).

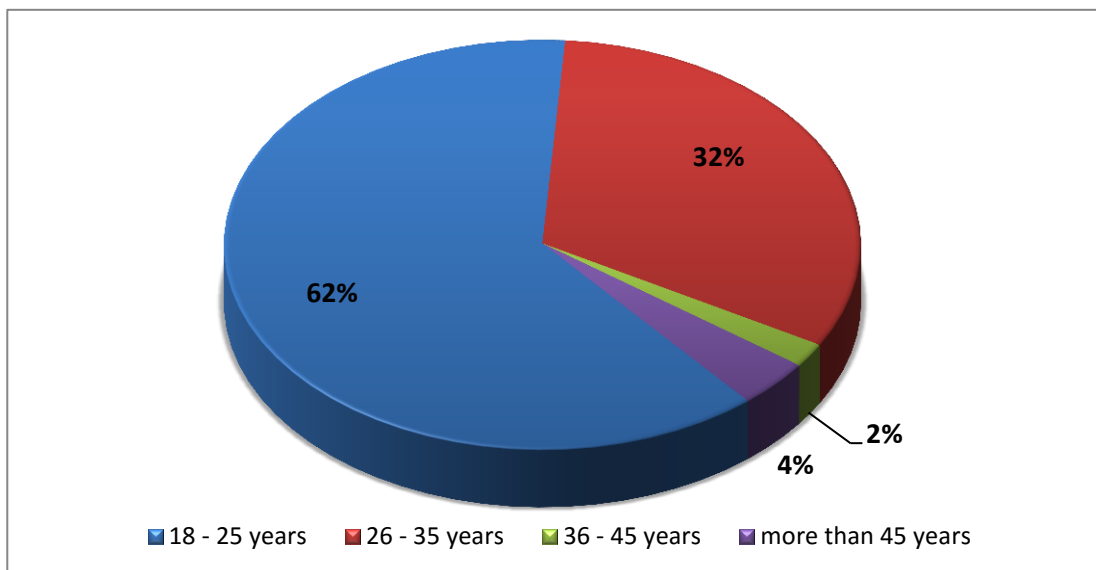
## 4. FINDINGS AND ANALYSIS

Findings and analysis part belongs into the practical component of the thesis. This part deals with presentation of findings and connected analyses. Research is focused on the topic of gender equality; question aimed to be answered by the findings is situation of women in the Czech Republic, from economic and social point of view. To what extend is considered gender inequality as an issue and how either male or female respondents feel about current situation. First part belongs to questionnaire and its detailed analyses; second part applies to semi-structured interviews, in the third part hypotheses are tested, according to gained results from findings. This part is closed by the summary of the findings.

### 4.1. Questionnaire

Questionnaire is completed out of three parts. In the first part of the questionnaire respondents did answer introducing questions about age, level of education or their current occupation. These questions have informative form to recognize and identify image of the group of respondents.

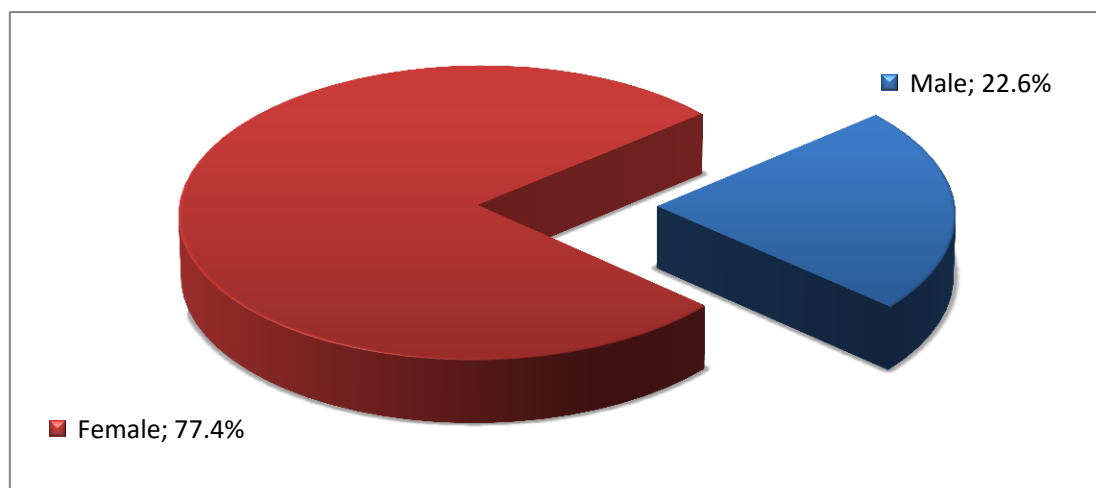
Graph 1: Age structure of respondents



Source: Author's own research and processing (2016)

Very first pie chart (see Graph 1 on previous page) represents age structure of respondents, who are in productive age, to be able to evaluate Czech labour market. About 62% of respondents are in age 18 – 25 years, when people usually study and/ or start with seeking first real jobs and their opinion on obstacles in labour market is pointed from a first side and experiences and ideas are fresh. Age group of 26 to 35 is represented by 32% of respondents, this group could be identify as working group, people who either have many years of working experience or build their career after studies. Rest of the respondents - 6% are in age higher than 36, 4% out of 6% is composed form respondents older than 45 years. This group have either long-term job or issues on labour market with searching new job.

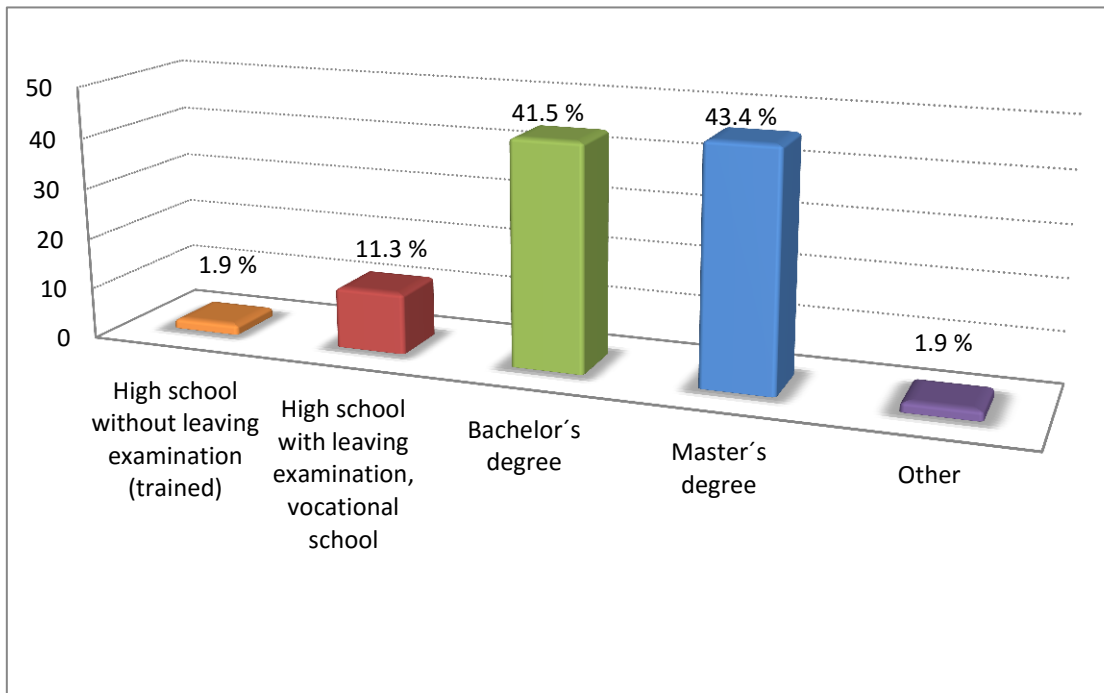
**Graph 2: Gender of respondents**



**Source: Author's own research and processing (2016)**

From Graph 2 is well seen than majority of respondents are women, it is 77.4%. This research or gender audit is focused on women mainly and primarily, as described in methodology, filling out of questionnaires was on base of voluntarily and freedom, none of respondent was asked directly so the share of respondents is unique and probably shows higher interest of female respondents into the topic rather than men. However for gender study focused research is opinion of men necessary and very useful for comparison. Share of 22.4% of male respondents is for this research satisfactory and that is why there was no need of additional addressing of this survey to other men on purpose.

Graph 3: Level of education

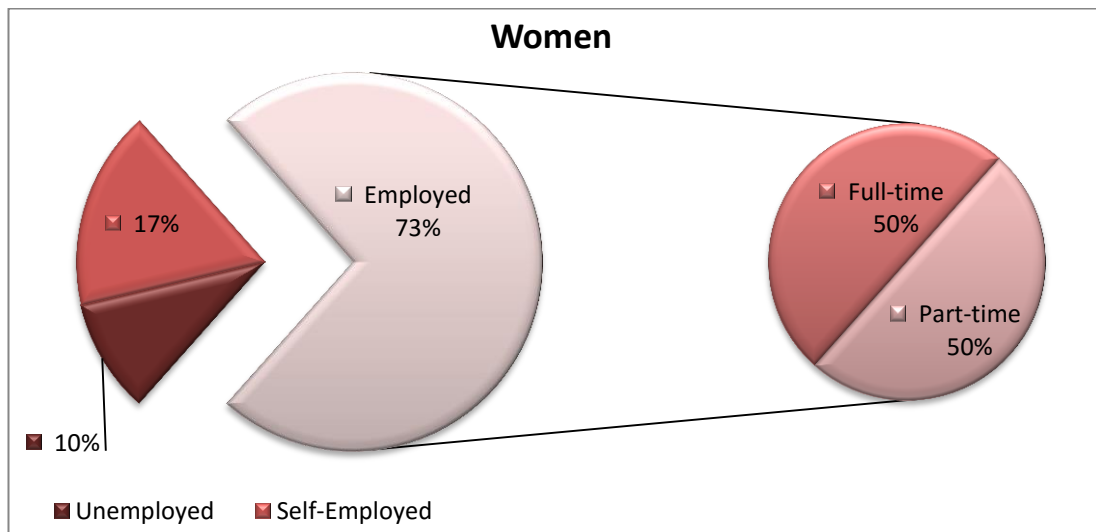


Source: Author's own research and processing (2016)

High number of respondents is well-educated; research shows that 86.8% of respondents have bachelor or higher university degree. Concretely 41.5% respondents have successfully finished bachelor's studies and 45.1% have reached to the master's degree. According to data set gained in the survey representation of lowest education achieved, high school without leaving examination is minimal, not even 2%. In questionnaire there was also possibility to choose option 'Other' in case that level of education of respondent is different (lower or higher), then levels stated in the question. Not even two percent of respondents chose this option and claimed that their level of education is in doctor's level, none of respondents have lower educational level than training certificated from high school.

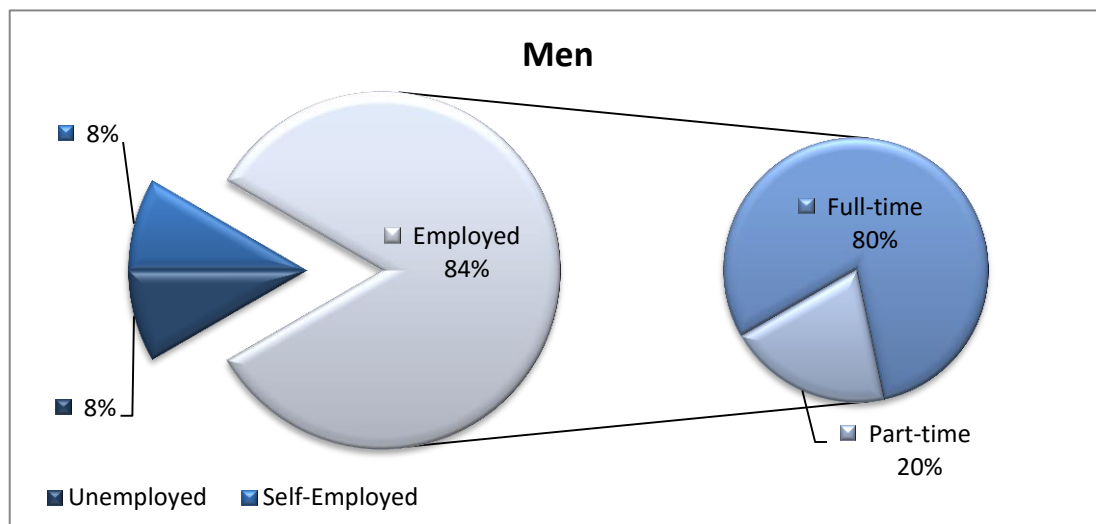
Level of education divided into comparison of women and man is possible find in appendixes of the thesis (see Appendix 2). For introduction into the survey there is no need to show level of education of each gender, the reason is that level of education is almost the same in the majority of respondents in their bachelor's in master's degree.

Graph 4: Female employment rate



Source: Author's own research and processing (2016)

Graph 5: Male employment rate

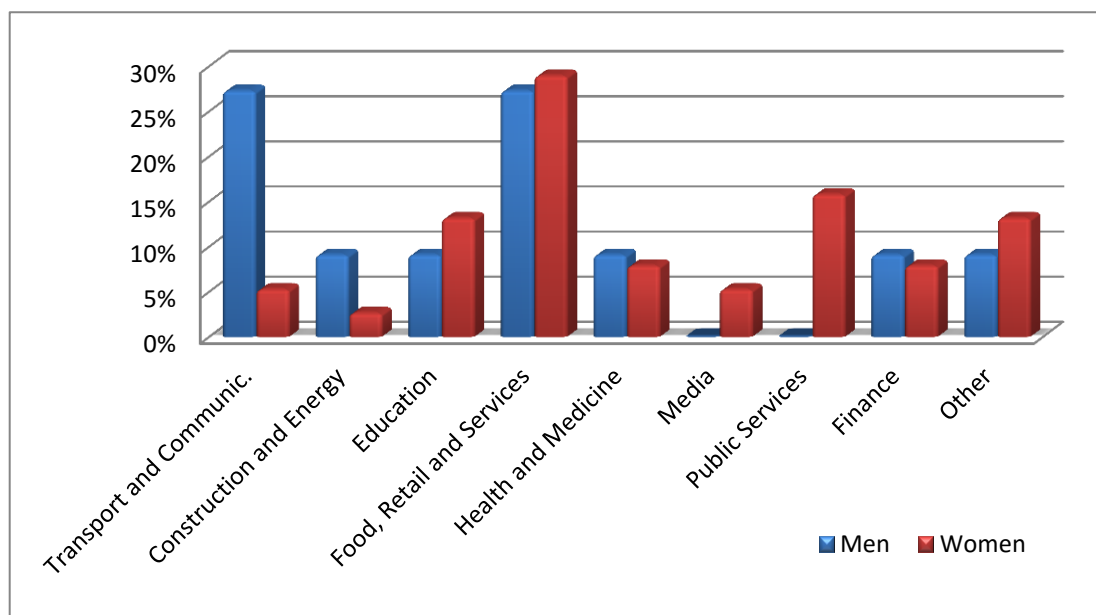


Source: Author's own research and processing (2016)

Question about employment is divided into two graphs, to see difference in female and male employment rate. Instead of asking if respondent is employed or unemployed, in questionnaire there is also an option *self-employed*, to get more specific results. For employed and self-employed respondents there is an additional question to find share of full-time and part-time workers. Graphs show that 90% of female and 92% of male respondents are employed.

Out of 90% of women there is 17% who are self-employed and from 92% of employed men there are 8% self-employed workers. Double share of self-employed women than men shows that women are more likely to get a risk and create career by their own. In share of unemployed respondents there is no big difference, for women it is 10% and for men 8%. Interesting indicator is result of additional question of being employed on full or part-time, where 80% of employed men and 50% of women are working on full-time. Results of women, when half of female respondents are working part-time and only 20% of men do the same, might have background explanation in female work-life balance creating, while men focus fully on job, women are more likely to have other field of interest as house care or child care.

Graph 6: Working sector: Comparison of women and men

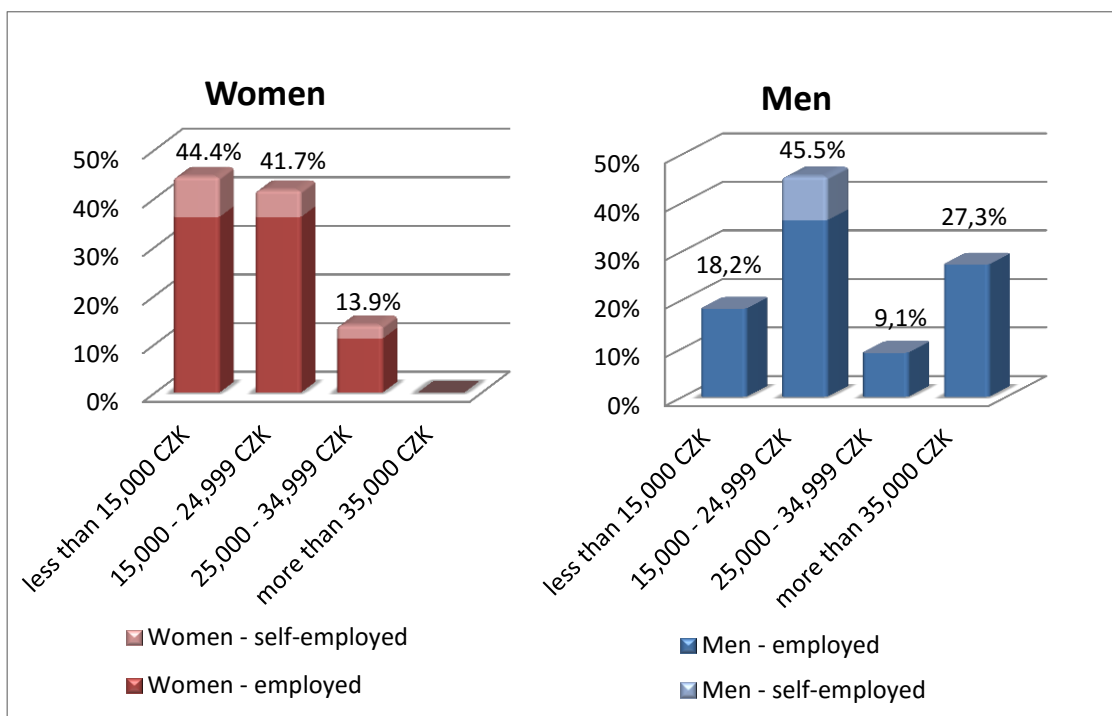


Source: Author's own research and processing (2016)

According to Graph 6 majority of respondents, in total 56.2%, work in sector of *Food, Retail and Services*. Focused on other sectors, in graph is well seen agreement with gender stereotypes about field or sector of work, described in theoretical part of the thesis. Men are more likely to work in industry aimed at *Transport and Communication*; it is 27.3% of all male respondents. There is also majority of men working in *Construction and Energy* - 9.1% in comparison to 2.6% of women.

Female respondents are working mainly in *Public Services* – 15.8% and in *Media* 5.3% compared to none of male respondents in those fields. In the graph there is also option *Finance*, which is not originally in the questionnaire, anyway 9.1% of male and 7.9% of female respondents did answer they are working in banking, accounting or similar financial sectors. It makes together 17% and it is important share necessary to mention, other think is, in finance works slightly higher share of men than women. Last but not least important fact is hidden in 'other' option; 13.2% of women have specified field of their work as HR and Recruiting.

**Graph 7: Comparison of women's and men's average wage in CZK**



Source: Author's own research and processing (2016)

Graph above pictures salary according to gender, in each gender graph is also by lighter colour highlighted share of self-employed earnings. There is 44.4% of women and only 18.2% whose average wage is not higher than 15,000 CZK (555 EUR<sup>3</sup>), this numbers could be influenced by the previous graph's explanation, than there is higher share of women by 30%, who are working as part-time employers.

<sup>3</sup> Average wage in CZK explained in EUR, average exchange rate 27.02 CZK/ EUR ( August 2016)

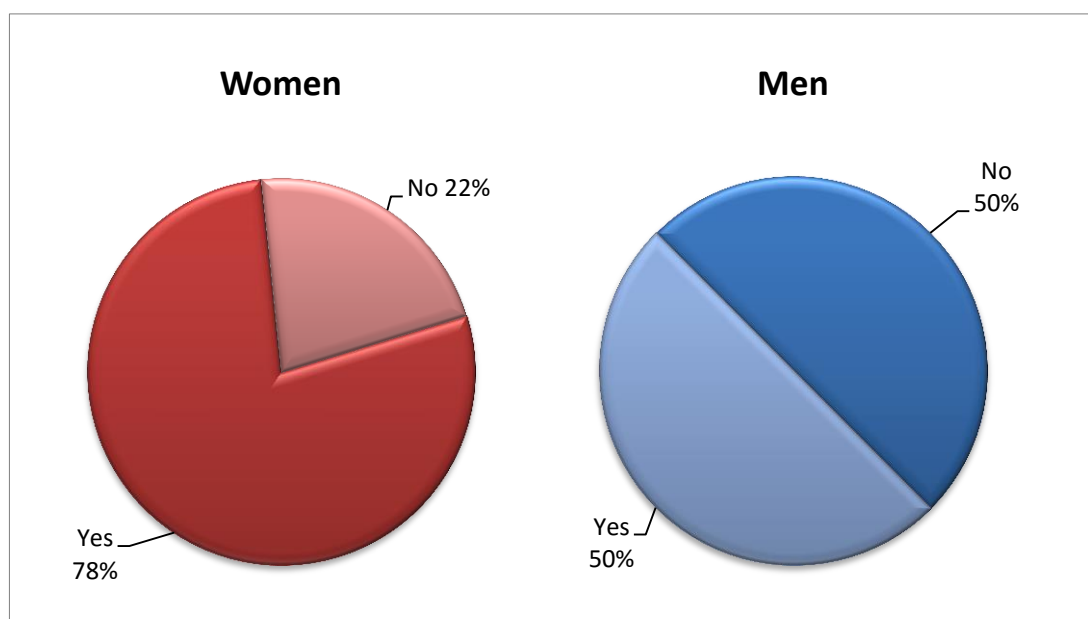


Wage lower than 25,000 CZK (925 EUR) gain 41.7% of women and 45.5% of men, share is very similar in this salary level. What's more only 13.9% of women get salary higher than 25,000 CZK (925 EUR), but none of female respondents gain in average more than 35,000 CZK (1295 EUR). On the other side there are 9.4% of employed men, whose average wage is higher than 25,000 CZK (925 EUR) and 27.1% of male respondents have average wage higher than 35,000 CZK (1295 EUR). This question about average wage shows in the Czech Republic there are visible differences in wages of women and men, mainly in lowest and highest salary earned, this state could be generally called as gender pay gap.

## **PART II: Labour market**

Second part of questionnaire is focused on Czech labour market, gender discrimination and equal treatment and opportunities for men and women on labour market. Very first question of this part focuses on workplace conditions, if respondents feel treated same as their colleagues with opposite sex.

**Graph 8: Comparison of equal treatment in the workplace with opposite sex**

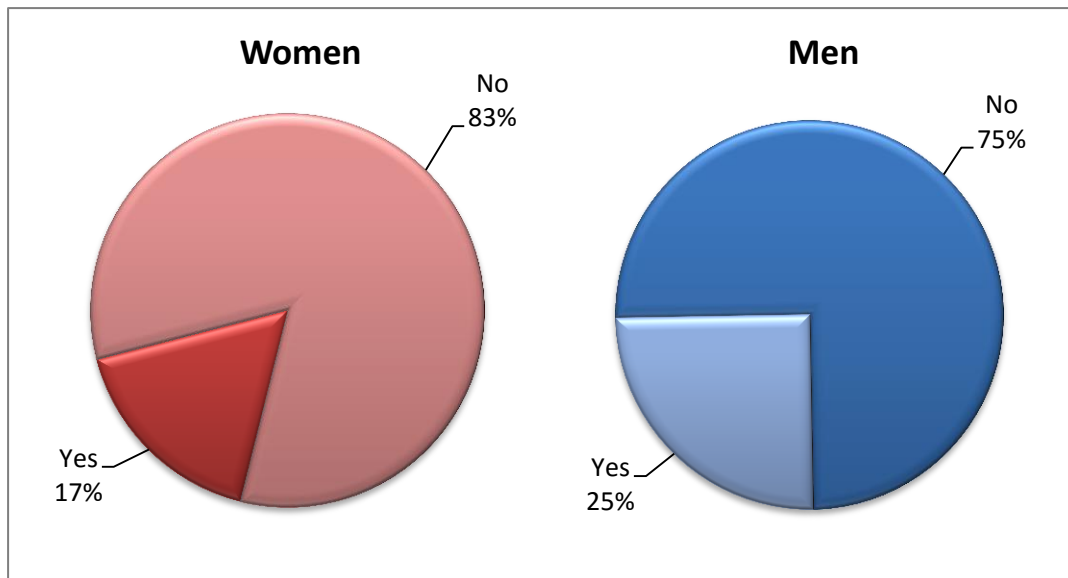


Source: Author's own research and processing (2016)

Graph 8 on previous page indicates percentage share of answers how women and men feel about gender discrimination, if they have ever felt discriminated at workplace or during interview. Interestingly share of women who ever felt discriminated is lot lower compared to men. There is only 22% of women and even 50% of male respondents, who don't feel treated equally as opposite sex in chosen situation.

On the other hand 78% of female responets don't see any difference or change in behavior towards them or opposite gender. It seems like good news for Czech labour market, women don't feel threatened of being women, but there is 50% of men who feel that it is approached to them by another way than to women, which could be an issue. The reason why half of men don't feel treated the same as women might be connected with sexism and gender stereotypes, while there are still higher expectations put on men.

Graph 9: Comparison of gender discrimination

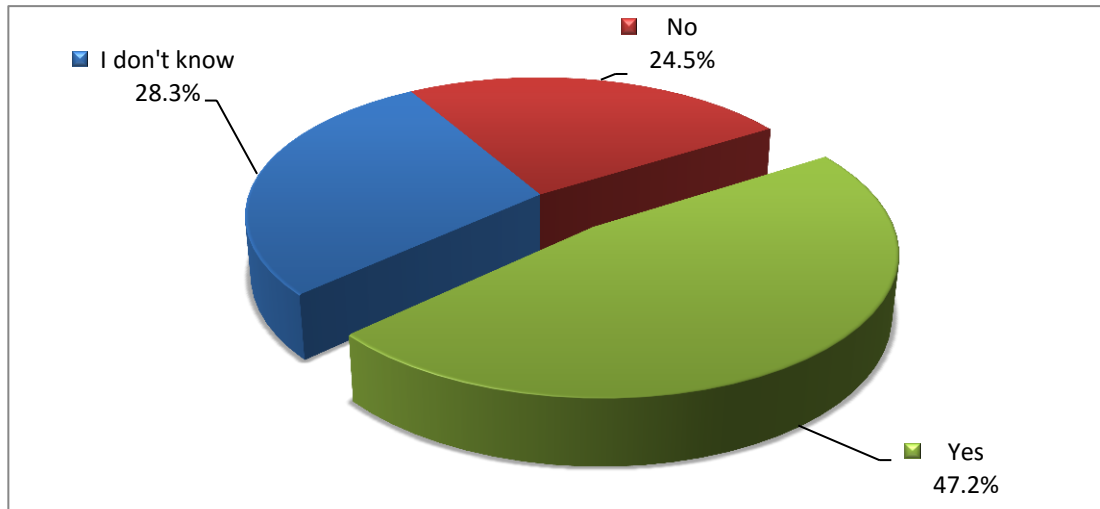


Source: Author's own research and processing (2016)

According to research there are 17% of women who felt discriminated during interview or at work and 25% of men. This result might support some of gender stereotypes talking about disadvantaged women or on the opposite side favouring of female job candidates. Notwithstanding of that, there is 83% and 75% of men who have never experienced gender

discrimination either during job interview or at work. Compared to previous question, where 50% of men think they are not treated equally on labour market, only half of them (25%) are feeling discriminated in this way.

Graph 10: Discrimination of women in Czech labour market



Source: Author's own research and processing (2016)

Almost half of the respondents, concretely 47.2%, think women are in some way disadvantaged compared to men in Czech labour market. Share of 24.5% of respondents don't see any difference approach on women and 28.3% is not sure or don't know if there is gender discrimination in labour market of Czech Republic. Women and men tend to have similar opinion about this topic and due to that graph takes into consideration general opinion of both genders together.

Question of the reason why women are disadvantaged in labour market does belong to additional questions and for respondents it was voluntary to add explanation for the reason why they think women are disadvantaged and in what way. 46% of respondents who did answer for previous question 'yes' shared their opinion and explained some of the reasons for female discrimination. Following table shows most common answers according to respondents, it is divided by the author into main reasons; concrete and more detailed opinions are explained under following table.

**Table 1: Reasons, why women being disadvantaged in the Czech labour market**

Maternity leave, Childcare	Age discrimination
Payment gap	Sexual harassment, Sexism
Glass ceiling	Stereotypes and prejudices
Different opportunities	Bossing

Source: Author's own research and processing (2016)

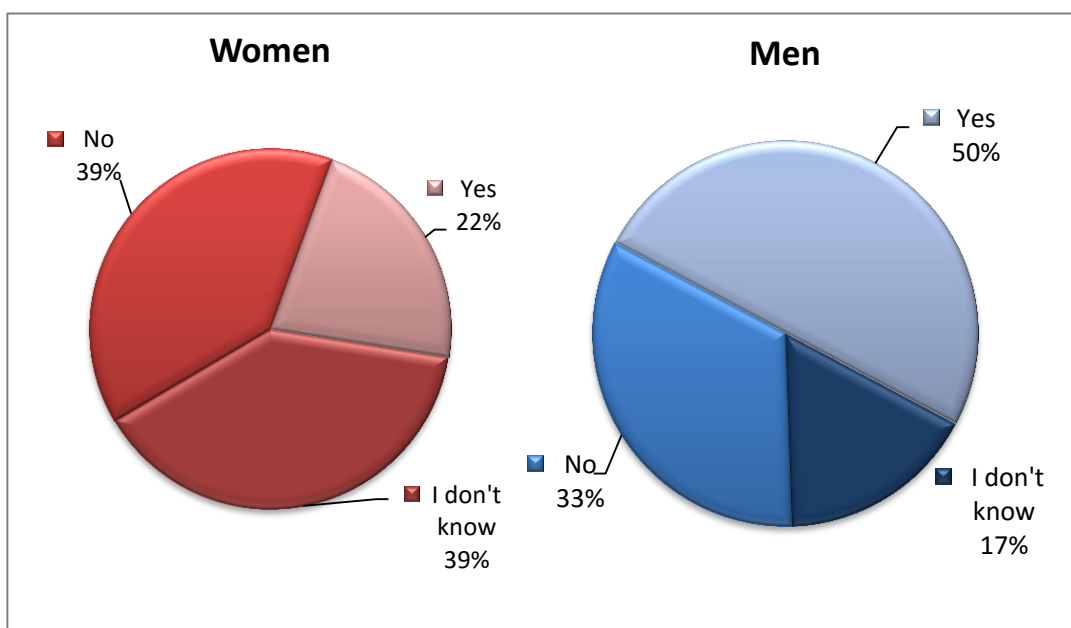
Majority of respondents agree that most common way how women are disadvantaged on labour market is motherhood and connected maternity leave and childcare. It also depends on a certain age and position of women, when it is more difficult to decide for maternity leave and on the other side, after that it is hard to return back to the working process from maternity leave. *"In certain age with a child it is difficult to get employed. Also women are less employed in certain fields of work, especially in managerial positions"* did point out one of the respondents.

Some of respondents mentioned that women are discriminated also in the process of employing, during interviews they are asked how many children they have and in what age, and very often according to this fact future employer decides to give a job to the female candidate. According to other respondent maternity leave is not only big issue for women but it influences whole company after words: *"Maternity leave causes a career interruption and it doesn't have a good influence on the team when there isn't stable leader, mainly in top management"*.

Second most common answer is payment gap as a discriminatory tool against women. Many women are according to respondents challenging lower salaries for the same work or on the other hand their work content differs to men in the same job or at the same position. Labour market conditions are also influenced by the different opportunities and job offers for men and women. Respondents talk about favouring of men and their better job opportunities; *“Men always look confident, so people trust in their skills faster”* is one of the explanations why the male-favouritism is happening.

Other reasons for women being disadvantaged is a glass ceiling *“invisible barriers that prevent women to reach higher positions at workplace”*, explains one of male respondent. Also there is sexual harassment, sexism and potential bossing, this opinion is supported by respondent own experience: *“In case there is male-boss, very often women’s work is being degraded. Even quality of job done is high, for my boss it is still insufficient and my wage is lower than my colleagues, just because I am women.* Last of the issues for women in labour market are stereotypes, prejudices, traditions and habits, that women are not as good as men in some, very often technical, areas.

**Graph 11: Comparison of self-defence against discrimination**

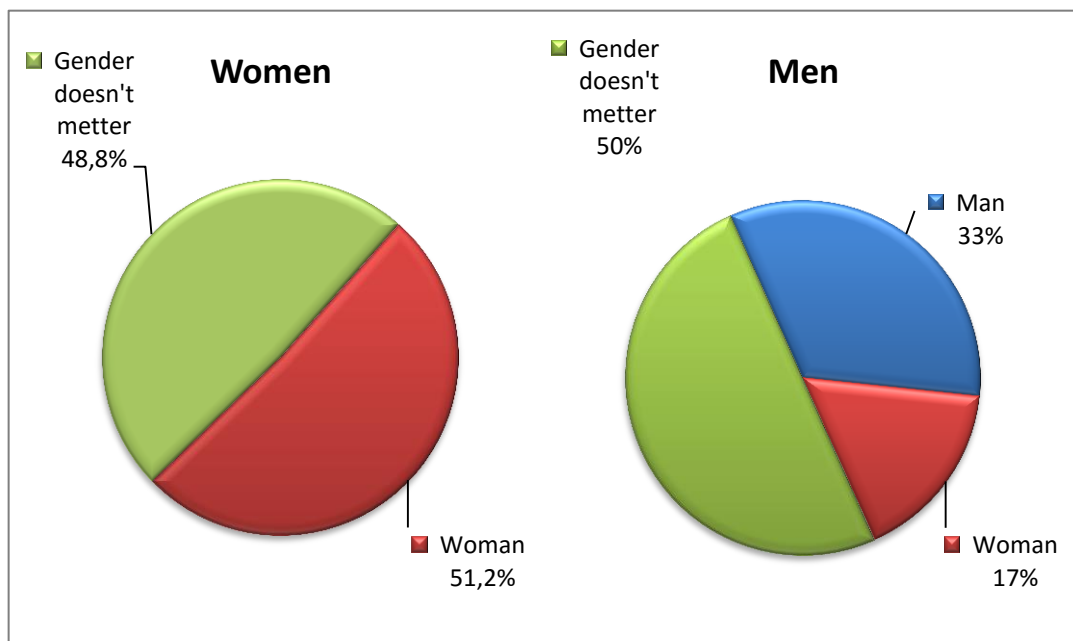


Source: Author's own research and processing (2016)

Self-defence against discrimination is quite sensitive question, Graph 11 shows 39% of women, who don't know, if it is t easy to defend themselves against discrimination. They either haven't met discrimination or haven't realized they are discriminated or didn't think about solving this issue at all. Same share of women thinks it is not easy defend them against any kind of discrimination.

There is not only question about gender discrimination, but discrimination in general, because all kind of discrimination could be easily and closely connected. Anyway, 22% of female respondents and 50% of male respondents agree that self-defence against discrimination is easy. 33% of men answer that self-defence is not easy in the Czech Republic and 17% have no strong opinion to evaluate situation of self-defence.

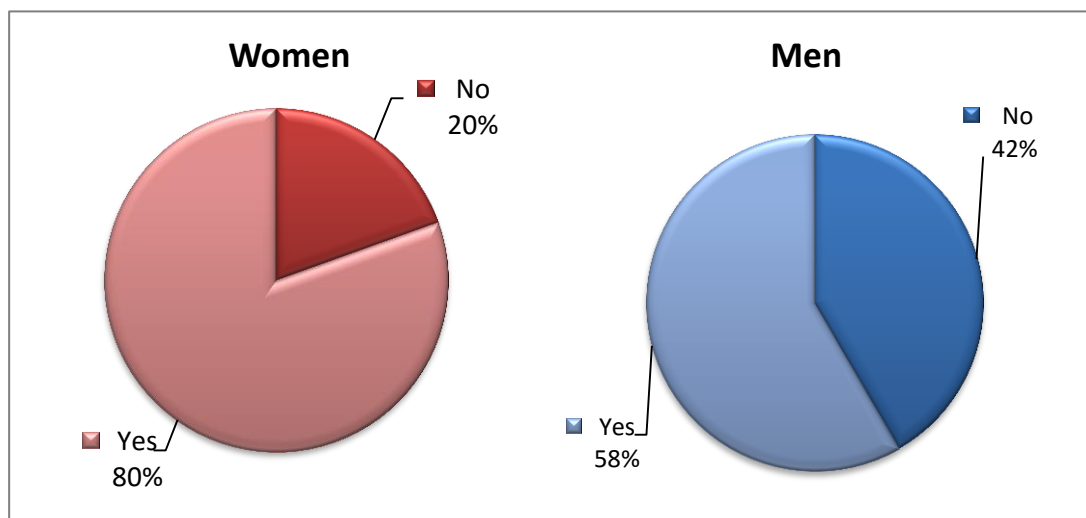
Graph 12: Gender difficulties in job applying



Source: Author's own research and processing (2016)

Almost half of all respondents, according to Graph 12, there is 48.8% of women and 50% of men, who think that gender is not main obstacle to get a job. Anyway 51.2% of female respondents say it is more difficult for them as for women to get hired, none of women, who did respond, believe it is supposed to be harder for men to get a job. Male opinion differs, 33% of them means that it is more difficult form male candidates get a job, only 17% are saying difficulties to get a job are on female side.

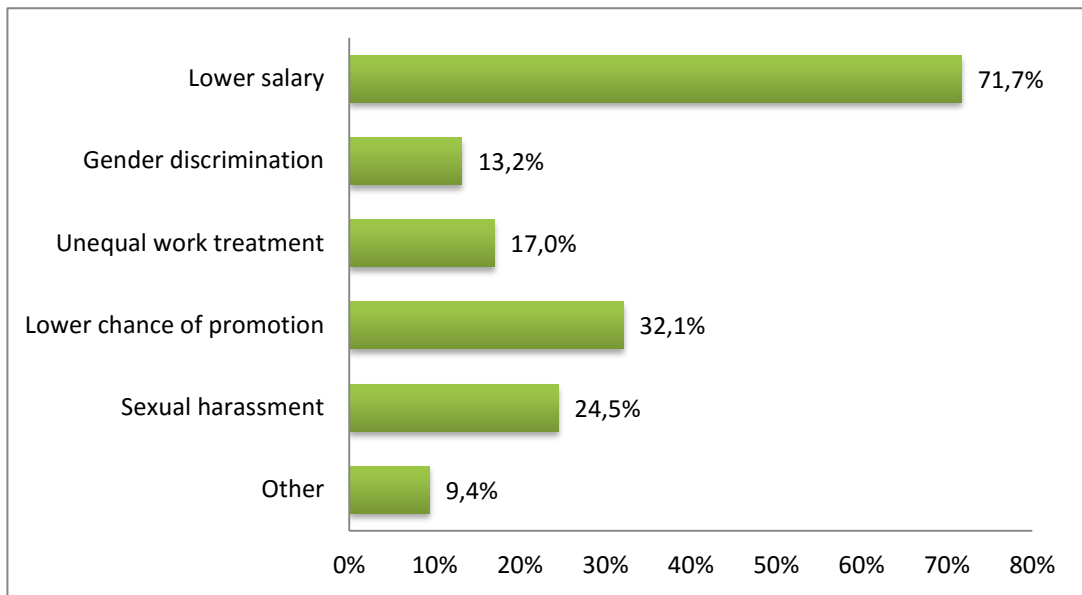
Graph 13: Maternity leave as an obstacle in career



Source: Author's own research and processing (2016)

Maternity leave is generally considered as an obstacle, anyway trends are changing and as explained in theoretical part of this thesis, many companies, mainly on international base, are trying to support women not to be afraid about threatening their career by maternity leave. Despite all theory 80% of women is convinced about maternity leave being and obstacle for female career, 58% of men do agree that maternity leave is break in career of women and issue for them though. 42% of men and 20% of women think maternity leave is no more an obstacle for women in their career.

Graph 14: Most common ways of discrimination



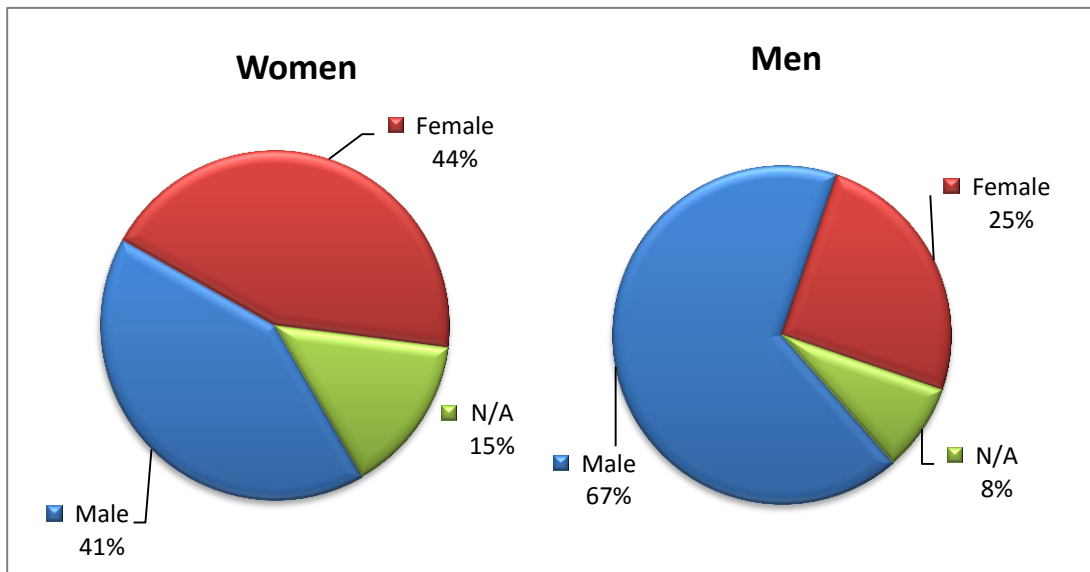
Source: Author's own research and processing (2016)

In the question *'What is most common way of discrimination in Czech labor market?'* respondents have possibility to choose out of five options and/ or to pick option *'Other'* and write down their own opinion or possibility. Most common way of discrimination in Czech labor market is, according to respondents, lower salary, this opinion share 71.7% of them.

32.1% of the respondent's sample believes lower chance for promotion is one of most common tools for discrimination and 24.5% mean it is sexual harassment. Unequal work treatment is considered as a discriminatory tool by 17% and 13.2% of people who did answer this questionnaire believe it is gender discrimination. Other almost 10% thinks that there does not exist any kind of discrimination; neither mentioned by the options nor any other kind.



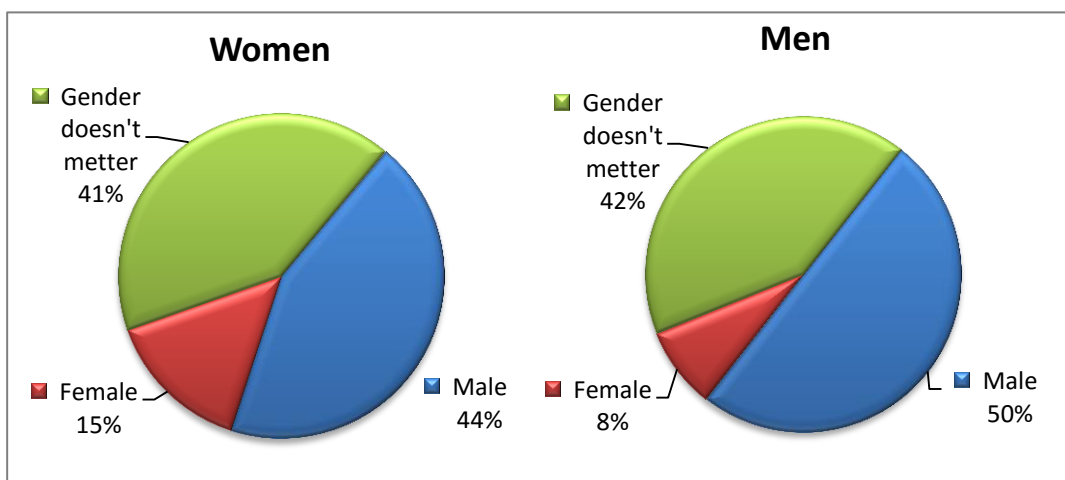
Graph 15: Gender of the current boss of the respondent



Source: Author's own research and processing (2016)

Gender of the boss is a question connected with following task about preferences in gender of the boss. First is explanation what does in the Graph 15 mean part where is added N/A, it stands for data of respondents, who don't have a boss or they are self-employed. As this graph follows Graph 4 and Graph 5 all of 8% self-employed men did answer that they don't have a boss and 15% of women dis answer the same, which is 2% less, than all self-employed women. 67% of men replied their boss is a man and 25% claimed their boss is a woman. In female responses gender of their current boss is almost equal; it is 41% women with male boss and 44% women with female boss.

Graph 16: Preferences in gender of the boss



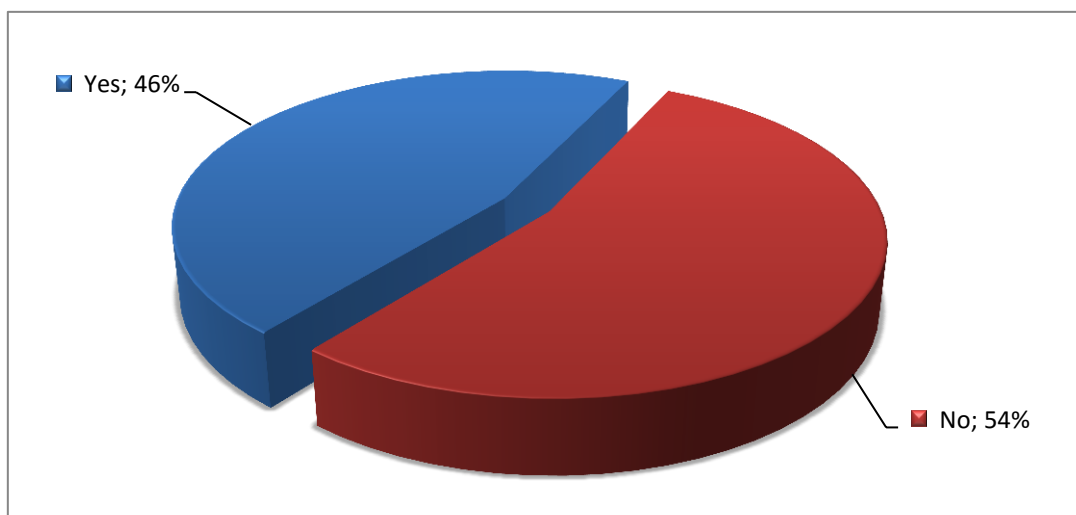
Source: Author's own research and development (2016)

Question is if the results pictured in Graph 16 are a question of stereotypes and prejudices, matter of experience or if the true is men are better managers or bosses than are women. Fact is that 44% of women and 50% of men would rather prefer male boss and only 15% of female and 8% of male respondents would like to have female boss. Anyway more people in productive age tent to believe in gender equality in manner of management positions, 42% of men and 41% of women wouldn't mind either male or female boss.

### **PART III: Quotas and legislation**

In this part is brief research of respondent's sample, to what extent they are informed about anti-discriminatory legislation and gender quotas.

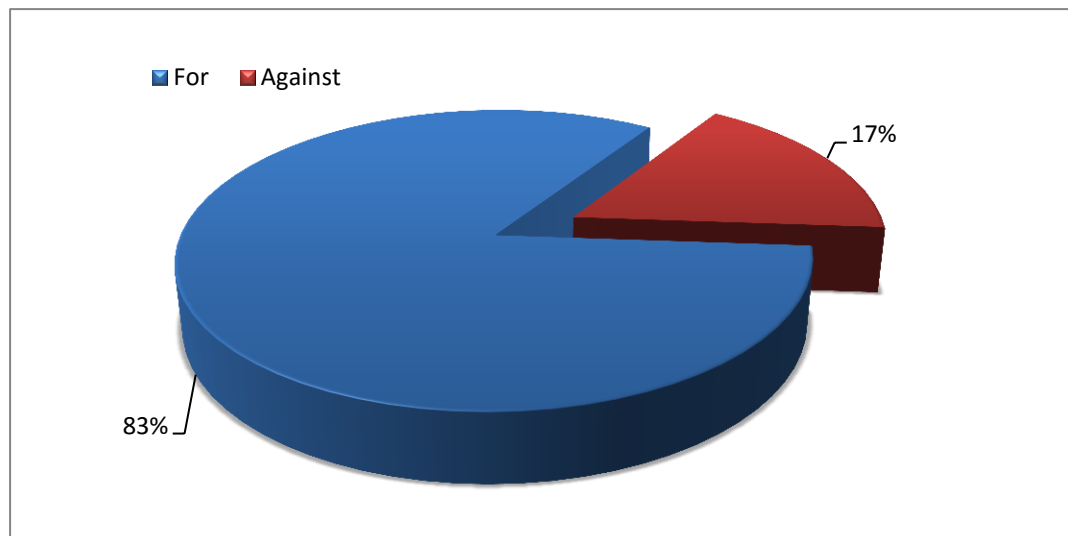
**Graph 17: Sufficiency of anti-discriminatory legislation in Czech Republic**



Source: Author's own research and processing (2016)

From answers in Graph 17 is seen, respondents are not sure if anti-discriminatory legislation in the Czech Republic is sufficient. There are not visible differences in responses of women and men, 54% of all respondents in general think anti-discriminatory legation is rather insufficient, and the rest 46% are saying legislation in topic of discrimination is satisfactory.

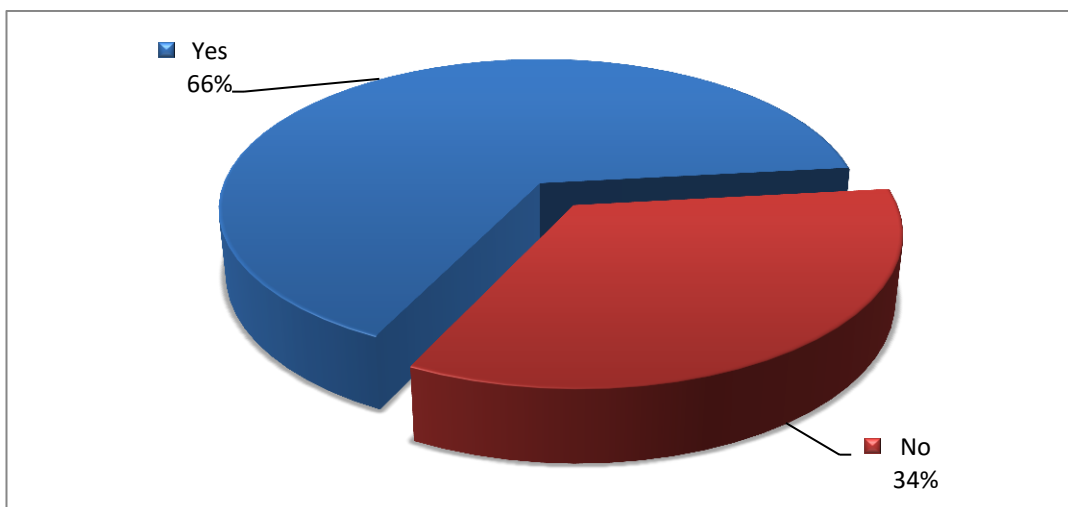
Graph 18: Opinion on equal salaries in the same position



Source: Author's own research and processing

To create gender equality on labour market is need of same opportunities and offer same conditions for women and men. With this claim is connected question of promotion in equal salaries for women and men in the same position. Graph 18 presents opinion of all respondents, while 83% would agree with same remuneration for women and men for same work done, to decrease or delete gander pay gap. Only 17% of answerers are against such possibility to have same pay for same job for both genders.

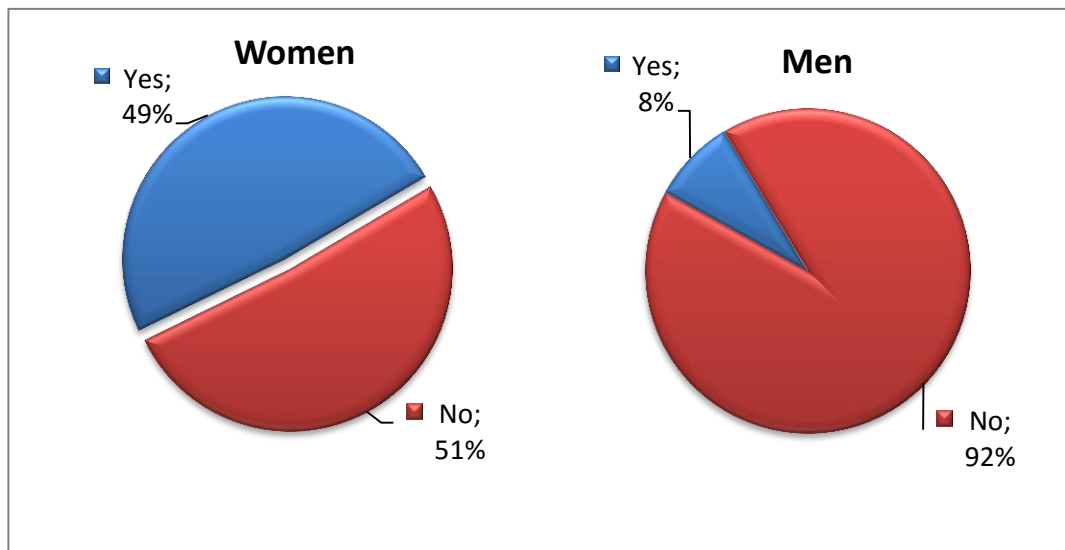
Graph 19: Foreknowledge of EU gender quotas



Source: Author's own research and processing (2016)

Knowledge and how respondents are aware and informed about topics connected to gender equality, is tested in question about not only Czech policies but also EU regulations, shows Graph 18 on previous page. About introducing of gender quotas for guarantying representation of women heard 66% of all respondents or know about gender quotas introduced by EU, anyway 34% of respondents haven't heard about such quotas.

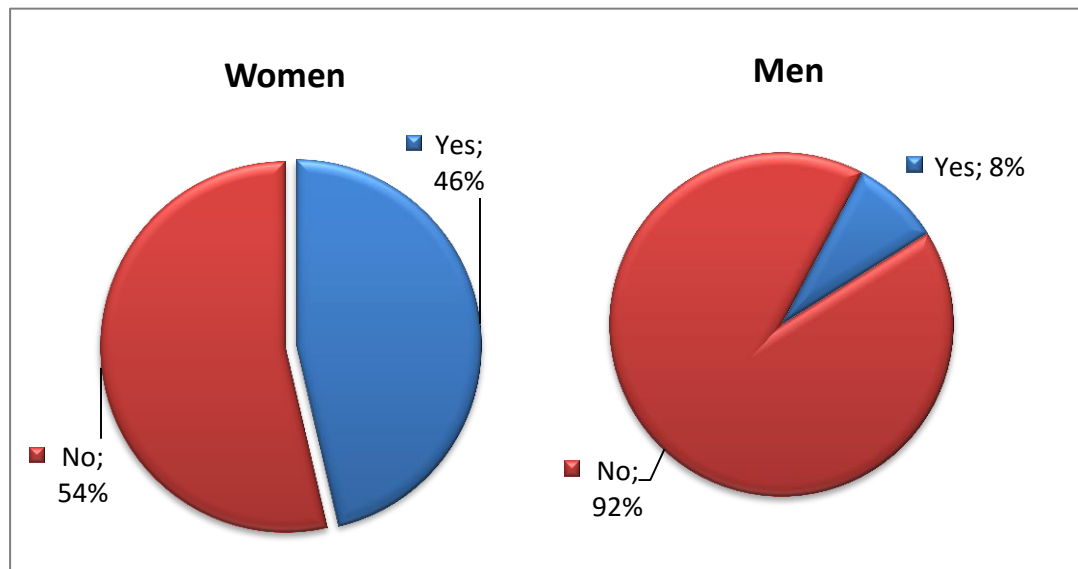
**Graph 20: Implementation of quotas in Czech Republic**



Source: Author's own research and processing (2016)

Women are more optimistic about gender quotas than men, 49% of women would agree with implementation of quotas, which guarantees a fixed proportion of places in managerial positions for women in Czech Republic and 46% of women believe, that introducing gender these quotas would change situation in Czech labour market. On the other opposite side only 8% of men have same opinion and would agree with quotas introduction and they consider it would be helpful for Czech labour market.

Graph 21: Change of the situation in the Czech Republic by introducing quotas



Source: Author's own research and processing (2016)

Despite more positive approach of women, there is majority – 51% of female respondents, who do not agree with gender quotas and 54% don't think it would change situation in Czech labour market. By this opinion women are actually saying that such quotas are not really welcome from target group, female who want to reach managerial position are supposed to do it without such legislation. Men are pretty sure about introducing and implementation of gender quotas into labour market, 92% of male respondents are saying that such think wouldn't be helpful for Czech Republic.

## 4.2.Semi-structured interviews

Semi-structured interview is connected with questionnaire in the first part of this research. Main or most important questions for the topic remain the same and are extended by more specific questions according to the actual problematics, issues and respondents' opinions. For the reason of this research the author did choose four different women, with different age, level of education or employment. Following interviews were not recorded on any electronic device, answers and opinions of the respondents were only noted by author with method PAPI (pen and paper interview), later on gained data were processed by computer.

### Interview no. 1

First interviewed woman is a 24 years old student of journalism in master's degree *Eva*. She is employed as junior marketing manager. Previously she worked in media, and so she has decided to share her experience from both fields. This young lady has no children and she is not married yet.

Eva at first explained that working in media is for women very hard, they are not taken as seriously as men are. This issue is connected with gender stereotypes, women are meant to work on 'lifestyle' or relationships topics rather than focus on serious topics about social problematics to show own opinion. *"Women have no voice in media, and if so, their opinion is censored or taken in more meaningless and less serious way than male point of view"* adds Eva with obvious disappointment. In marketing it is very similar for her as in media; also this sector works on base of stereotypes, marketing same as PR and similar fields belong to women. Reason why is this happening Eva sees in level of social development: *"Women became much stronger in communication; they do use their feelings and emotions, which obviously make themselves better in inter-personal relations. For men communication is just talking, not a big issue to deal with"*.

In Eva's company are more women in managerial position, anyway job's distribution is similar to gender stereotypes, as an example is IT department, where work only men. *".., but IT department is not full of men by any purpose, the reason is, there are very few women who want or are able to work in this field in general"*. Otherwise there seem to be no obstacles or gender discrimination in marketing, Eva thinks there is no pay gap in their company, even though they are not supposed to talk about their wage, according to contract.

Other part we have talk about is discrimination and personal experience with it. Eva explained she has only met positive discrimination, she have been favoured in job interview due to her gender once, anyway: *"Nowadays is more important to have a lot of experiences and nature, which fits into the environment and the philosophy of the company, then be a woman or man"*. According to Eva gender pay gap does exist from reason women are afraid to ask about higher wage or promotion, but men are not ashamed to show their ego.

Important part of this interview is situation in Czech Republic; Eva knows that there is visible gender pay gap in general; anyway she also sees that it is hard to prove existence of pay gap. *"We are getting closer to gender equality, but there is still long way to go. We have to jump over gender stereotypes, but I doubt there would be total gender equality once. Even I do agree with same salaries with no gender differences"*. Legislation and policies would be helpful in way of creating gender equality; anyway there always would be another way how companies will handle this issue. Same it is for Eva in question of gender quotas, she supports such quotas because she thinks it would give women more opportunities to get an interesting job.

Last but not least there is a question about work-life balance and one of the obstacles for women, which means maternity leave. How Eva does handle balance between career and personal life? She answered that during and after studies there is not much time

left, and to combine studies with work is very hard and time consuming. *“Now, it is quite difficult to find some free time, anyway after finishing my studies I am looking forward to have some time for myself and start to do my hobbies and sport again”*. Eva believes it is possible to find work-life balance, and it would be easier after finishing her studies, when her focus would only be on her job and career. Work-life balance is also connected with motherhood and maternity leave, according to Eva in media is not that difficult to leave job for a while, but in marketing it is much harder; *“Marketing is more flexible field but it is changing from one day to another, so it is difficult to leave. My plan is to build a career at first and then I’ll think about having kids”*, sums up first interviewed volunteer.

## **Interview no. 2**

Second woman is an assistant of the school director at vocational school, she is 40 years old, married with one child. Currently she is studying economy in master’s degree, last year she finished her studies in bachelor’s degree in pedagogy.

At the beginning of the interview Emma has introduced herself with the sector she works in and pointed out to possible connected issues. Even she works as an assistant at school she knows how does education system works: *“As long as I am assistant I can see all differences not only in approach to female and male teachers, those which are well-known as gap in wages as other ones and I can also compare management style of my current female boss and my past male boss”*. Conditions for men in education are created to make teaching more demanding and attractive; their wage from the first year is higher than wage of women. In the Czech Republic, in general, is teaching traditionally job for women and there is very few men, this is the reason why men are advantaged in this field.

As Emma has mentioned she sees difference in leadership or management style of women and men, because she had opportunity to experience both from same point of view. *“Even I am women and I should be supporting female leadership, in my opinion there*



*is very few women who are able to be a good leader and I have find out that my current boss doesn't belong to this little number of good female leaders",* by this sentence Emma is opening quite 'hot' topic. She explains her opinion and adds there is no challenge between her and her female boss, she is just thinking women are being too emotional in stressful situations and in leading of people, students and whole school, there is not many space for showing feelings, just because school works on base of enterprise and sometimes it is even harder stay objective.

*"I see men as good managers, for me it is better to have male boss, on the other side I can't imagine some men would take my job and become better assistant than I, as a woman, am".* Replacing working places and bringing into education gender quotas could became an issue. For Emma it is very hard to understand, why there are necessary gender quotas, she says in case someone does their job well, they deserve good salary and good position in the company, no matter of gender. She also comments possibility of gender quotas introduction into Czech labour system as nonsense: *"There is no need of making anybody to do the job, just because there is some number in legislation, we all have similar opportunities and we can choose what we want to do".*

In question of work-life balance Emma in her position doesn't see any problem, anyway she feels for many women this is kind of big issue. *"As I have mentioned before, women give more feelings into the job and it is very difficult to create borders between work-life and personal life, in this case I have a little advantage, there is a few things I could possible 'bring' home from school, as for assistant there are not many important or long term oriented decisions which lay on me. On the other side I can easily focus on myself and I can invest into self-improvement in way of higher education"* summarised this interview second respondent.

### Interview no. 3

Last interview belongs to two women, mother and daughter. Third woman *Evelyne* is 30 years old, married and currently on maternity leave with her first child. She has master degree in law and works as a lawyer in commercial bank for four years. She also doing her law practice in national court and study for her doctoral studies to become a judge. Her mother *Elena* is 50, she is accountant manager in a small company and she has been working here for more than 20 years. She has high school education in economy with school leaving examination; she has two adult children and is married too.

As *Evelyne* and *Elena* did perfectly completed each other thoughts, so there was no need to separate those opinions and cut this interview into two different parts, the author has decided to remain one interview with both as was done in real interview process. This interview is kind of different from previous two, not only by two interviewed but it is more focused on issues connected with motherhood and maternity leave, based on comparison of experience in different time periods and regimes.

Both respondents work in financial sector, as mentioned in introduction of this interview *Evelyne* is lawyer for financial services, according to her it is harder for women to become a lawyer: *„There is huge competition to be the best, to get best law office for practice and possibly future job. I have to confess, for me as a girl, it was quite easy to get a practice and after a job, anyway after some time I have found out that my male-classmates, who became my colleagues, had been working with our boss on real cases in the court, while I was just doing paper work. I was taken more like an assistant than a lawyer though”*.

*Elena* adds: *“Compared to my daughter I have never met such think as gender discrimination, by the time I was searching for a job, there were roles divided and we knew which job is more suitable for women and for men. I think it is called gender segregation nowadays, but in 80’s and 90’s in lately Czechoslovakia we had no idea to change these*

*stereotypes, so I knew after finishing my maternity leave with two kids I had only choice to work somewhere in the office, as I have economical high school I knew I can work as an accountant, and so I did and I am until today”.*

By this introduction both interviewed respondents explained to what extend was different to get a job in different time periods, anyway there have appeared some similarities in gender stereotypes, that women belong to office rather as a secretary not as a manager agreed both interviewed women. Another question is how they did deal with motherhood, Elena had her first child right after finishing high school and second child one year later, so she had no work or work experience, anyway she didn't find any difficulties, when she asked to get employed in her company; *“It was not a big deal to have two kids and no work experience, I've been taught everything I needed and I got company's flat right next to the office, so taking care of my children was so much easier”* says Elena.

Opposite experience has Evelyne, as a younger generation, she grew up in slightly different regime than her mother and as system has changed, so did change demands on women on labour market. Having a baby and go to maternity leave has become an issue and women have turned to be more career-oriented than ever before explains Evelyne and adds: *“I knew it is important to have a stable job where I can build some career before having a child. It took me quite a long time to find working place, where I am happy and I can self-improve myself before maternity leave.”*

To find a stability at work leads for having a baby after Evelyne turns 30, now she is on maternity leave and she is working on part-time, to stay in touch with company, what she have find out as very important. She sees it is not very difficult for her to find work-life balance now, when baby is little, she also mentioned she start running again and feel more free compared to working all week long, even taking care about baby is also really challenging. On the other hand her mother helps her a lot with baby even she is still

working on full-time. Elena had never find any obstacles in creating her work-life balance, she know how to enjoy her free time and her job has never kept her down.

Last part of the interview is dedicated to opinions of Evelyne and Elena on overall problematics of gender equality, its legal frames and current situation. Elena as a bit older generation sees problem more in age discrimination than gender discrimination in labour market: *“Honestly, I can’t imagine to be fired and then search for a job, for many employers I am not attractive candidate, I am not very young and for many of them I am over-experienced, there is not many things they could possible teach me as an accountant, and that is the think they don’t want in many companies. They want ‘young blood’ people with some experience, whom they could train for their company”.*

For Elena gender equality is not the most important issue, anyway she is familiar with it, and she would support same wage for same job and she likes idea of quota system. But this implementation should be really though through, policy makers in this case have to be sure there is demand from female side on labour market in chosen area, otherwise it wouldn’t make any sense and women would be pressurised to do something they don’t want to just because some legal system.

Evelyne does agree with her mother opinion in legal frames for same salaries with no differentiation of gender, anyway for her quota system makes more sense in question of managerial positions: *“It would help many women to reach top positions and there would be no need to prove they are better than their male colleagues to get a job, so in this case I strongly agree with quotas, but as my mother says introducing quota system in all fields wouldn’t be effective at all”.* Meeting with gender discrimination in Evelyn’s profession as a lawyer is very common, she have no idea how to change all stereotypes, *“...only way is to try hard to prove than women can be as good as men or even better, but it is also up to men if they want to see it and accept it”* closes Evelyne this interview.

### 4.3.Hypotheses testing

#### **H1: There are same opportunities and treatments for men and women in Czech labour market**

First hypothesis is approved, majority of respondents don't feel threatened or discriminated on labour market. According Graph 8, there are 78% of women who feel treated the same way as men are, even though there is 50% of men who do think they are not treated same way as women, which necessarily doesn't mean negative attitude with regard to them. Question of discrimination in general has been evaluated in Graph 9; there is 75% of men and 83% of women who haven't experienced any kind of discrimination at work or during job interview.

Talking about opportunities there should also be mentioned conditions of salary. Graph 7 introduces into the question of wages, where 41.7% of women and 45.5% of men have average wage in same remuneration level between 15,000 CZK and 25,000 CZK, which means that almost half of respondents of both genders reach around or little less than average of national wage level. Other topic shows Graph 12, in question of difficulties on labour market during job applying, there is almost half of respondents (48.8% of women and 50% of men), who shares the same opinion, there are same conditions for both gender and so gender during job applying doesn't matter. In general it could be said, there are no visible obstacles or differences in labour market to get a job either for women or for men.

#### **H2: Women meet more obstacles in career building and its advancement**

Second hypothesis is also approved, following Graph 10 there is 47.2% of respondents, who agree with claim women are in some way discriminated in Czech labour market. As a most common way of discrimination is considered pay gap and maternity leave (see Table 1). Maternity leave is also biggest obstacle in female career and its

advancement, 80% of women sees for them maternity leave as an issue, same opinion share 58% of male respondents. Difference between share of male and female responses is hidden probably in experiences, many women see potential career break if they decide to have a baby. For men parental leave is not that big issue in middle and Eastern Europe, where paternity leave is mostly unique and sporadic compared to Northern Europe countries.

Career advancement is also slower for women due to work-life balance It is well seen in Graph 4 and Graph 5, where is 50% of women who work in part-time job and only 20% of men, even share of employed respondents in both genders doesn't show dramatic distinction. Another obstacle for women is obviously in discrimination during building career, there are 78% of women in total who don't know how to defend themselves or do know it is not easy at all, in comparison with 50% of men who say it is easy to defend them, it is an outward difference.

### **H3: Majority of respondents have or would prefer male-boss.**

Hypothesis number three is approved; there are 41% of women and 67% of men, whose current boss is a man. Total number of employees with male boss is 55%, in case there are not taken into consideration answers from self-employed respondents, as was done in Graph 15. Preferences in male boss are formed by majority of respondents, in total 45.3% of answers was rather for men as a boss (44% of women and 50% of men). On the other hand there was important option '*Gender doesn't matter*'; for this possibility has decided to vote 41.5% of all respondents (41% of women and 42% of men). It means that there is high number of respondents who do not think gender is important attribute for their future boss. This information means, with no doubts, positive message for creating gender equality in managerial positions in the Czech Republic.

**H4: Majority of respondents is supportive for introducing such quotas to guarantee certain share and conditions for women in management and consider it as useful for Czech Republic.**

Last hypothesis wasn't approved, according to third part of the questionnaire. In Graph 20 and Graph 21 is explained to which extend respondents think would agree with introducing of gender quotas as a solution for creating gender equality in Czech labour market. Even though In Graph 18, majority of respondents, 83% of women and men together, agree with same salaries for same work with no regard on gender of employee, to decrease gender pay gap, 60.4 % of respondents in Graph 20 (92% of men and 51% of women) do not agree with quota's introduction.

Despite or maybe due to knowledge about gender quotas, which are one of topics in EU, how to create gender equality and give women same opportunities, respondents are against such implementation in to Czech Republic. Graph 19 agrees that knowledge about EU quotas is rather sufficient; there are 66% of respondents, who heard or are aware about EU quota's system. Graph 21 shows there is a majority of people who not even do not support gender quotas, but 63.2% of them (92% of men and 54% of women) are in consensus, that such quotas would be inappropriate in changing situation of gender equality in the Czech Republic.

#### 4.4. Summary of the research

Main research in practical part of the thesis was aimed to see and show opinions of women and men on gender problematics and connected issues in the Czech Republic such as discrimination, pay gap or other kind of favouritism of one gender compared to other in the Czech labour market.

Structure of respondents is not too differentiated, as there is majority of respondents in age 18 – 35, which is explained as a focus on young generation of people who are more likely able to change question of gender equality. Also there is more than 70% respondents women, in case whole topic of this thesis is aimed to position of women, there was no need to extend research by male respondents. Major share of respondents were well-educated, it means they reached bachelor's or master's degree, which might create general point of view more one-sided. This might be one of issues appeared during the research and it is influence by the author's social circle, as respondents have been ask by social media and did respond voluntary.

Following part of the questionnaire was focused more on comparison of women and men, in level of employment, sector of work or average wage. This part in question on employment did show what was expected according to theoretical component, that more women tend to work on part-time, and their sector is rather pro-social as public services or media and that women get more likely lower wage and hardly reach highest level of salary compared to men.

Second part of questionnaire brought interesting findings that men are more likely to feel discriminated and treated differently than women, but in general almost half of respondents thinks women are victims of gender discrimination more likely than men. Very positive feedback dis show question about difficulties in job applying for each gender, almost half of all respondents said gender is not predominant attribute. Anyway in case of



choosing gender of the boss respondents would rather choose male boss. According results from last part of questionnaire, people are not sure if anti-discriminatory legislation is sufficient in the Czech Republic, anyhow they would agree with giving same wage for same job, but majority thought gender quotas would be neither helpful nor useful in Czech.

Research done by interviews brought more specific and detailed answers and opinions. Representative sample of interviewed women was in age 24 to 50 through different sectors of work and social status. In each interview first part did belong to introduction of respondent, in which sector they do work and how they feel about gender equality in their company. The rest as expected in semi-structured interview differs, anyway in all interviews is possible to find similar parts as opinion on gender equality in general, gender quotas and same-job same-wage issue. All four respondents did agree with legal frame guarantying same salary for both genders for same work done, but their opinions on gender quotas are different. Some women though it would be helpful for women and would give them more opportunities, on the other side some of them said it could cause discrimination and much more issues and challenges for women

In the first interview is explained situation in media and marketing as both more traditional sectors for women. Anyway first woman admitted women are more likely to meet positive discrimination, what's more getting job depends more on experiences than on gender of applicant. Topic of work-life balance and maternity leave was perceived as something necessary but hard to manage. Situation of gender equality was evaluated in quite positive way in the Czech Republic.

Second interview introduces environment of education and role of assistant, also more traditional field and position for women. In this point of view was mentioned misunderstanding of gender quotas, as respondent told same salaries for men and women make sense but there is no need to create some space for women just because of their

gender. Second interviewed women considered women as more emotional, and though not really suitable for managerial or top positions, also because women tend to combine work and private life together.

By testing hypotheses were three out of four hypotheses approved only one of them was not, anyway main testing of working hypotheses was done through the questionnaire results, the reason is, summary of all interview from second part of findings is very specific and there is no overall answer or explanation of the problematics which could be summarised into one opinion as described in previous articles.

To summarised how does look Czech labour market, situation in gender equality and position of women in the Czech Republic, in general stereotypes according to respondents remain the same, maternity leave is a big break for career and issue for women, anyway opinions on gender discrimination are more likely to be positive, gender discrimination depend on area or sector of work, there are sectors where are more men employed than women, but now even this jobs are more stereotypical like HR or PR for women, women have now better choice and it is nowadays their decision in what field they do want to work. This is also the reason why respondents wouldn't agree with gender quotas implementation, because it would give women less not more opportunities in their choice, where to work in what conditions.

## 5. CONCLUSIONS AND REFLECTIONS

In this part is concluded secondary research gained by theoretical literature review, also there are remained main goals settled at the beginning of the thesis. Objective of whole thesis was to search for a situation of gender equality in the Czech Republic from female side, to find a socio-economic position of women. The way how to obtain this goal by practical component was in obtaining opinions and main thoughts about topics of gender equality, from sample of respondents, through the questionnaire and semi-structured interview. Afterwards, mainly based on questionnaire author's hypotheses were tested.

In general, gender equality is considered as an issue of feminine gender more than masculine. Women are trying to be equal to men, and even many researches done do not show the opposite side for men to be equal to women. That is the reason why what first comes on mind is that gender equality equals to feminist's problem, automatically women want to be just like men not that they want to be equal to them to resist a change in behavior and attitudes, just to achieve same opportunities and same treatment.

Gender equality as a world topic and one of the Millennial Goals of World Development is a question of women rights, but there is necessary to wage dialogs with men, otherwise role of men would be jeopardised and the goal of equality in sense of equal treatment and equal value of the voice would be misleading. Those dialogs are about same engagement of all sides, not only women and men, but also governments, businesses and NGO's, as a part of gender mainstreaming, who are supposed to carry all the same responsibility.

The aim of the thesis was not to discuss female discrimination or to decide if women are more discriminated, objective was to follow current situation and describe it. Even though it would be expected women in general are more likely to be discriminated in many ways, and respondents did agree there exists some ways of discrimination or more obstacles for women, anyway majority of female respondents do not feel discredited or threatened in a lot different way in the Czech labour market, than men are.

Term gender as is understood differentiates a lot to the term sex. Gender is closely connected rather to roles of women and men than to their biological attributes. Traditional roles of women and men had become base for gender stereotypes and these are the reason why gender equality is discussed nowadays. As mentioned in theoretical part, gender inequality is one of the global problems and so there is need of mainstreaming this issue and promote causes and possible solutions.

Focus in this thesis is on gender quotas introduction into managerial positions and this is why theory is based more on managerial positions. There was described gender diversity and how different are female and male manager and why there exist such thing as gender segregation in the labour market. As mentioned before gender roles are closely connected to gender stereotypes which are leading to creating and extending barriers in career, mainly for women, for who is more complicated to build a career and work on personal and professional life in a one time to get some work-life balance. Topic of discrimination was touched in sense of pay gap and sexual harassment, which are considered as the most visible ways of discrimination.

Gender quotas were introduced on managerial base, based on women who reached managerial or top positions as well as from European Union point of view, while EU is trying to implement such quotas to all member states. There were many examples of countries where implementation was voluntary and nowadays this system works successfully, as in Norway, Belgium or France. Situation in the Czech Republic is outlined by the legal frames, policies and institutions focused on gender equality. Findings about share of women in managerial positions or top CEO position said there are not even 10% of women in such positions in 100 largest companies in Czech Republic and in average number of female-manager reached only 20%.

From point of view of the author of this thesis, I would recommend to Czech companies try to help and support women, to create work-life balance and do not consider maternity leave as biggest obstacle in the career. However it is not only on women, to create working environment with gender equality. Important part is made from men, their power and their willingness.

In the Czech Republic we are living in stereotypes, anyway those stereotypes are based on elder regimes and time periods, and it is necessary to realise, we are living in 21<sup>st</sup> century, where it is not impossible to be a woman, mother and top manager in one person. Improvement of female position is hidden is gender pay gap, which does exist in the Czech Republic and is quite visible, it depends on Czech legal system and policy makers to deal with this issue as well as private company leaders and owners, to think why and if it is necessary to create gap in salaries due to gender of employee or if it is really well founded to evaluate male and female on different base.

In conclusion, situation of women in question of socio-economic position in the Czech Republic depends on the sector they work in same as on the base of the company. Anyway on company base wasn't put any focus of the research, but according to theoretical part of the thesis, international companies have willingness to support women and not only on managerial positions, these organisations help women to make their maternity leave easier, offering part time jobs to keep in touch with the office. Also many companies are trying to avoid gender discrimination by internal firm laws and policies.

Situation in the Czech Republic is quite stable, issues with gender equality are in general considered as a part of not only gender but social stereotypes. Notwithstanding European Union discusses about implementation gender quotas, for Czech Republic such quotas would be helpful. This opinion arise from the research where with implementation of gender quotas wouldn't agree in average 71.5% of respondents and 73% would say this solution is not suitable or helpful for Czech Republic.

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## SUPPLEMENTARY MATERIAL

### Appendix 1: QUESTIONNAIRE

Dear respondent,

I would like to kindly ask you to fill out following questionnaire, which is part of my theses with topic: Gender audit: Study of socio-economic position of women in Czech Republic.

The aim of this research is to find out position of women in labour marker and level of gender equality in socio-economic environment of Czech Republic. This questionnaire is completely anonymous and the results will be used only for the purposes of my thesis.

Thank you for your time.

Marketa Turkova

#### Part I:

##### 1. Age <sup>\*4</sup>

- Less than 18 years
- 18 - 25 years
- 26 - 35 years
- 36 - 45 years
- More than 45 years

##### 2. Gender \*

- Female    - Male

##### 3. Highest education achieved \*

- High school without leaving examination (trained)
- High school with leaving examination, vocational school
- Bachelor's degree
- Master's degree
- Other: \_\_\_\_\_

##### 4. You are \*

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<sup>4</sup> \*Answer is mandatory



- - Employed
- Unemployed
- Self-employed

5. You work

Please don't answer this question in case you chose 'Unemployed' in the previous question.

- - Full-time
- Part-time

6. What sector do you work in?

- Communications and Transport
- Construction and Energy
- Education
- Health and Medicine
- Media & Technology
- Public Services
- Food, Retail and Services
- Other: \_\_\_\_\_

7. What is your average wage in CZK (netto)?

- Less than 15,000 CZK
- 15,000 - 24,999 CZK
- 25,000 - 34,999 CZK
- More than 35,000 CZK

## Part II: Labour market

8. Do you think that you are treated equally at workplace when compared with the opposite sex? \*

- Yes
- No

9. Have you ever felt discriminated at work or at the job interview because of your gender?\*

- Yes
- No

10. Do you think women are in some way disadvantaged in comparison to men in Czech labour market? \*

- Yes
- No
- I don't know

11. If your answer from previous question is 'Yes', could you describe why?

12. Do you think it is easy to defend yourself against discrimination in Czech Republic? \*



21. Would you agree with implementation of quotas, which guarantees a fixed proportion of places in managerial positions for women in Czech Republic? \*

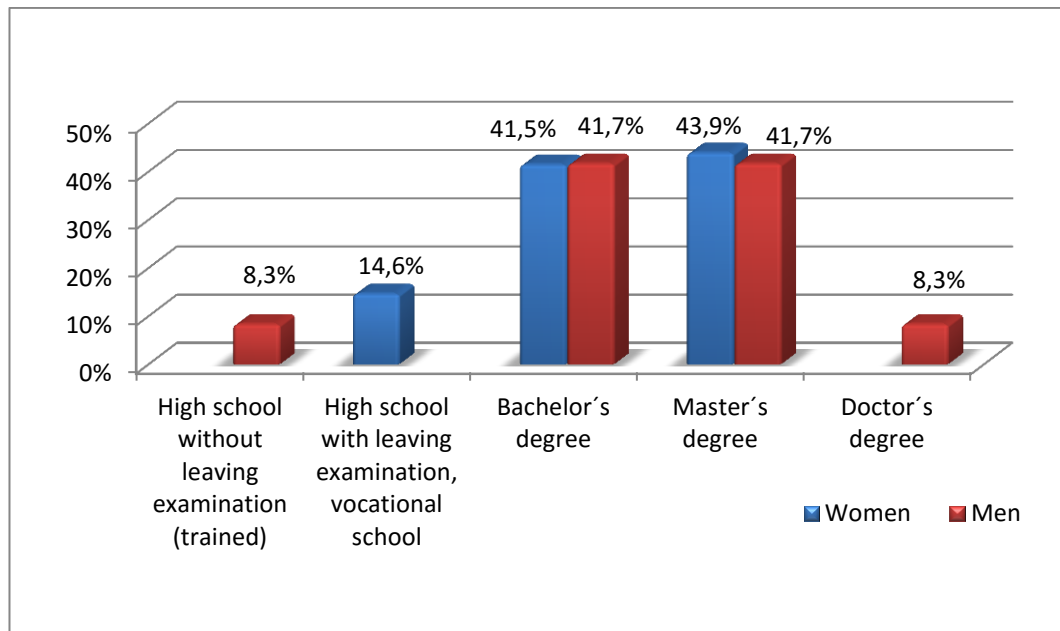
- Yes                      - No

22. Do you think that quotas would change the situation in the Czech Republic, where the representation of women in managerial functions is still low? \*

- Yes                      - No

Appendix 2: Level of education: Additional graph to the Graph 3

Level of education: Additional graph to the Graph 3



Source: Author's own research and processing (2016)